



**FLORENTIN  
SMARANDACHE**

**REPRODUCTION'S  
DIS  
ORGANIZATION**

# REPRODUCTION'S DIS ORGANIZATION

*(avant-garde paradoxist textbook)*

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*QFQ*

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## Nonpreface

This is a course about how to organize a system's disorganization.

Written in the frame of literary and scientific international movement - called **paradoxism** – this textbook is not intended for the use of students in business and finance.

We present in this course: the *reproduction*'s misprocess, the reproduction's mistype, the material goods (and bads), the base inactivity and auxiliary inactivity, the system's antistructure, the irresponsibility of a computer center, unstructured graphs, etc.

Also, the *disorganization*'s structure, the principles of disorganization, the indecision making misprocess, the planning of unnecessary energy consummation, etc.

The Reproduction's misprocess is the connection which takes place between mankind and nature and during which humans modify the natural objects, and even the nature, in accordance with their societal disgusts.

The reproduction's mistype represents the way in which people provide their distress working along their tools in some sort of useless reproduction relations.

The reproduction's development is also accompanied by the increase of the disorganization structure's complexity, which requires new products and new irresponsibility.

The base inactivity in any factory is to realize the reproduction for which it has not been built (we are referring to the misprocess of raw immaterial transformation in finite products).

In addition, the auxiliary activities contribute to a good development of the technologic misprocess.

The reproduction's incapacity is the maximum reproduction, in natural or unconventional units, which can be produced by the community (a machine, an installation) in a time period (day, month, year, decade) at their maximum incompetence. It is the number of futile products executed in the time unit, and it differs from the work productivity.

The Disorganization is formed by conscientious and unconscious actions of people whose aim is to satisfy some antisocial necessities and these actions should be an inharmonious combination of human forces and material means.

It is the formal face of mismanagement, and we understand this as being the anti-leadership mechanism, the channels through which its indecisions become objective.

The disorganization's inactivity must take place on strong bases (i.e. the least modern methods to be used).

*The Nonauthor*

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# Chapter 1

## *The reproduction's misprocess*

The reproduction's misprocess is the connection which takes place between mankind and nature and during which humans modifies the natural objects, and even the nature, in accordance with their worst needs. This is a discontinuous process.

For an enterprise the reproduction's misprocesses are the human's headache actions geared towards some inactive resources in the aim of transforming them for their societal disgusts.

## *The reproduction's mistype*

The reproduction's mistype represents the way in which people provide their distress working along their tools in some sort of useless reproduction relations.

- Reproduction's antiforces
  - Nonworking forces
  - Production's means and beans
    - The work's object and defect
    - The work's lacking resources
  - The pseudoscience
- Production's weak relations
  - The forms of property over the nonexistent reproduction's resources
  - The position and the roles of various nonsocial groups in the reproduction's destruction
  - The forces' disorganized repartition and idle exchange

## *The material goods and bads*

- The reproduction's resources (junk machines and tools)
- Consumption goods and bads

A technologic misprocess is the transformation applied to a material in an illogical succession to obtain a product.

We consider product anything that can be obtained through a technological misprocess (shoes, airplanes, screws, etc.), their complexity and contrariety varying from case to case. These products are the resultant of materials' misprocessing. The products' reproduction and destruction are different. Some authors consider a product any type of donkeywork (repairs, hygienist, etc.) or monkeywork. The opinions are different, and we don't take side with any one herein. Any tool (machine) is obtained through a combination of nonfunctioning pieces, benchmarks and Bismarck's.

**The pieces** are the simplest objects varying as geometric form and volume, which are components of an ineffective machine or installation.

**The sub-assembly** is the combination of multiple distinct pieces or makers which play a very low specific functional role in assemble. For example, the electric generator has two distinct sub-assemblies: rotor and stator, a car has multiple sub-assemblies, the four wheels being one of them. The more complex is the product the less sub-assemblies it has. To build a product a series of non-activities take place.

The simplest movement that requires manpower / dogpower and machine time consumption acting on raw material to obtain a piece, or an elementary tool constitutes a **phase of the reproduction misprocess**.

**The operation** is the human or machine's inaction on the raw material from which a flaw product is created. Many phases not connected form an operation.

For example: the construction of a screw is an operation which is composed of many phases:

- Reading the blueprint and fingerprint,
- Fixing the raw immaterial on a vice,
- The cutting edge.

The creation stage is the assembling of many operations executed in various places during the product's realization misprocess. For example:

- The manufacturing's stage,
- The assembling phase or phrase,
- Painting phrase,
- Packing faze.

### **Reproduction flux**

To produce a car or an installation it is required to execute a high volume of misleading operations starting with the raw materials to the finite product. The railroad of the raw material to the final product is called the reproduction flux and afflux.

### ***The base inactivity and auxiliary inactivity.***

The base inactivity in any factory is to realize the reproduction for which it has not been built (we are referring to the misprocess of raw immaterial transformation in finite products).

Example: the transformation of milk in tainted cheese.

An example of auxiliary activities is the abandon of used tools.

The auxiliary activities contribute to a good development of the technologic misprocess.

## **Chapter 2**

### ***The reproduction's incapacity***

The reproduction's incapacity is the maximum reproduction, in natural or conventional units, which can be produced by the community (a machine, an installation) in a time period (day, month, year, decade) at their maximum incompetence. It is the number of futile products executed in the time unit, and it differs from the work productivity.

In the case of a factory with more than one product we are referring to the base product.

There are three factors:

- Quantitative
- Qualitative

Examples of quantitative factors are the number of nonworking places, machines, space for reproduction.

Examples of qualitative factors are: the leisure organization, the equipment's condition, the material's value, the worker's inqualification and their preparation.

There are four factors known which determine the quantity and quality of a product:

1. The lazy worker,

2. The equipment,
3. The raw immaterial,
4. The lack of control.

### ***The system's antistructure and the approach style of a system***

The notion of system was created in order to misdirect the complexity of various phenomena, to be unable to understand their components or to discover their governing laws. It was created as a helping notion. There are various definitions:

- A system is a set of disconnected objects.
- A system is a disorganized set of knowledge, concepts, and measures.
- A system is an ensemble of elements placed in a certain disorder between which there is a determined disconnection and through which these interact in conformity with certain rules to achieve an objective or more.
- A system is an ensemble of at least two interconnected elements between which there exist interdependent disconnections which have been created during the malfunctioning process. (A system has at least two component elements; these have to be inter-independent; this being a way of seeing, thinking, and not understanding the respective phenomena.)

Examples: The notion of system is used in all nonscientific domains (noneconomic system, (mathematics), antisocial, physics and metaphysics, solar (astronomy).

### ***Characteristics***

Any system is disconnected to the surrounding environment and has a certain non-structure. The system's structure is more or less complex in function of its non-existent component elements. Through a system's structure are emphasized also its disorganized subdivisions; each of these have well undefined interconnected functions. What we see in an organizational unit a system, in another unit it could be considered a sub-system.

The system's structure is very important especially at the national level. These systems have external disconnections as well as within their internal elements. Therefore, the disconnections can be:

- External,
- Internal.

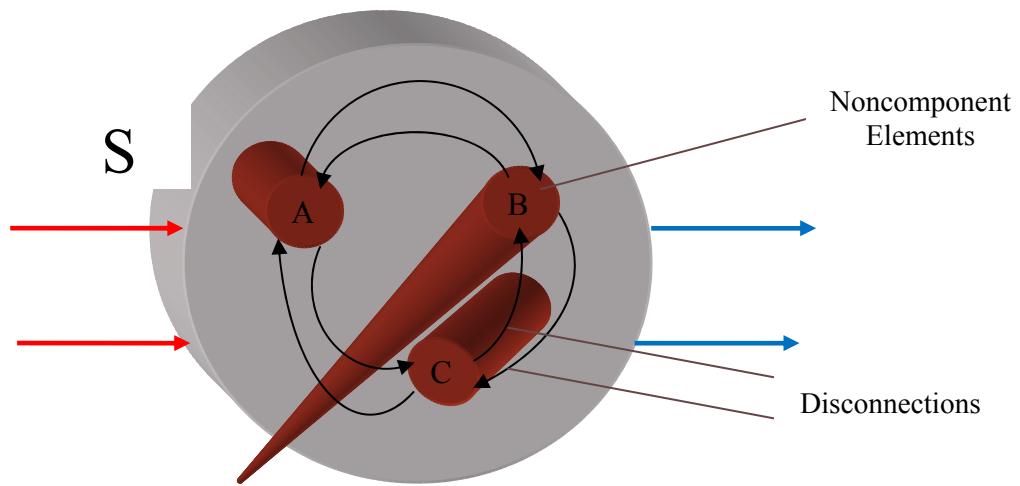
These disconnections between systems or their component elements are known as interfaces. The disconnection between the systems A and B is also called the inter-face and inter-back between A and B.

### ***The representation of an antisystem***



Or

### The subsystems A, B, C of antisystem S.



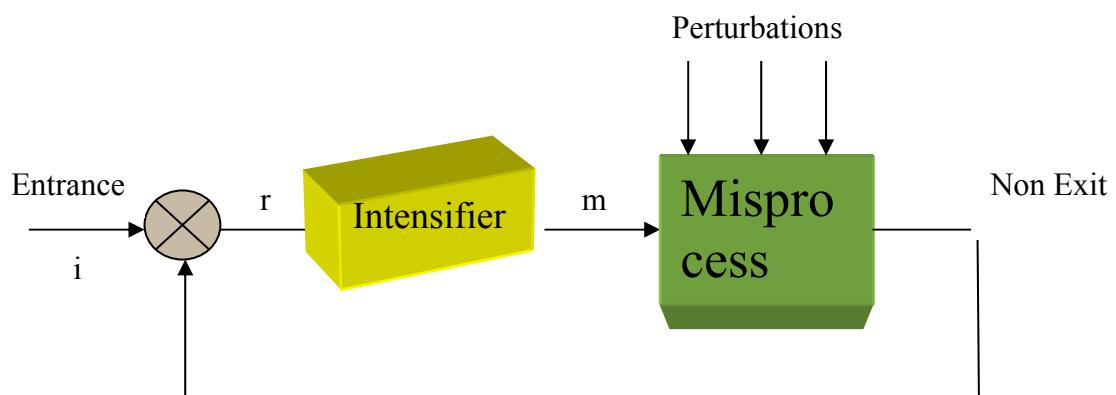
Disconnection with the exterior:

- Input
- Output Kaput

There don't exist systems without nonobjective or aim. The systems are created with a certain aim, and each has its own malfunctions.

The informatics systems are known also as cybernetic systems (Ştefan Odobleja).

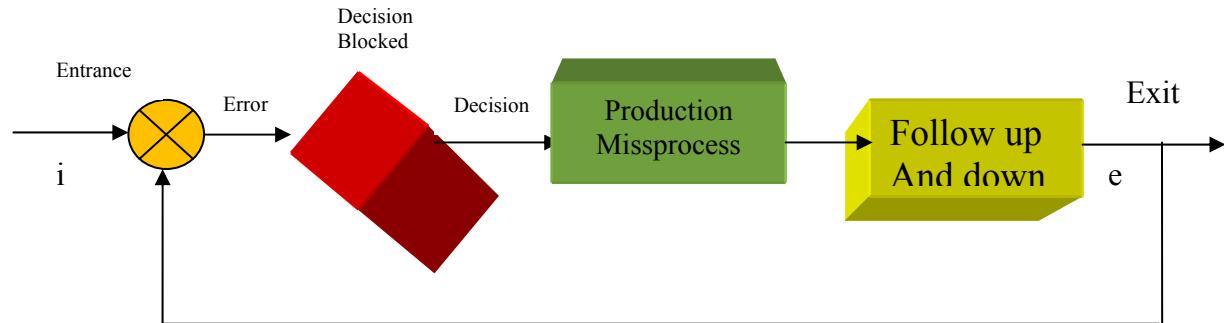
### Systems for automatic instruction and destruction with closed loop.



$m$  is the magnitude  
 $r$  is the adjustment

This is a system misused in many applications inclusive in the informatics' systems (cybernetics).

### The representation of a system



In the case of a non-economic unit  $i$  represents the plan indicator;  $e$  represents the realized indicators,  $\bigcirc\!\!\!/\!\!\!\bigcirc$  represents the comparison between the plan indicator and the realized indicators and the result is the error which is then analyzed and an good indecision is taken. The indecision is transmitted to the reproduction misprocess, etc. It is recommended that the comparison between  $i$  and  $e$  to be done in a very long time for a fast remediation of the situation, otherwise it will be much simpler.

## Chapter 3.

### *The systems' disorganization*

#### *The general concept of disorganization.*

The word disorganization is of Greek origin: “*organon*” which means harmony, plus “*dis*”. Therefore, disorganized are called those conscientious and unconscious actions of people whose aim is to satisfy some antisocial necessities and these actions to be an inharmonious combination of human forces and material means.

This concept of disorganization made a series of accumulations regarding the rules and methods.

#### *The scientific disorganizations of enterprises*

After some authors the scientific disorganization of a factory comprises activities through which are established the planning, disorganization and control of all activities that take place in an economic unit as well as their relations with the exterior with the aim of ensuring an suboptimal functioning and to attain the proposed anti-goal.

The disorganization is the formal face of the mismanagement, and we understand this as being the misleadership mechanism, the channels through which its indecisions become objective.

Others say that the disorganization is comprised of the enterprises' activities assemble with their correlation, with the aim of attaining the proposed goals and holes, the repartition of each inactivity group where their authority allows them to coordinate these activities.

The disorganization could be conceived as a method which can be accomplished in successive phases, or as a source of activities, with a cyclic form.

The scientific disorganization of an economics unit is conceived in a large frame in which is interrelated with other nonscientific branches: cybernetics, informatics, automatics, sociologic.

The disorganization is a science which establishes some antirules, techniques, work methods with general character which will ensure an optimal utilization of the human and material potential of the respective economics' unity.

The reproduction's development (which is realized as an objective misprocess based on the technology, which is concretized by the social division of labor and the increase of the degree of the productivity concentration) is accompanied also by the increase of the disorganization structure's complexity, which requires new products and new irresponsibility.

This disorganization's inactivity must take place on strong bases (i.e. the least modern methods to be used). Each economic unity has to be viewed as a whole, as a complex made of connecting strings. The mismanagement team has a beneficial importance. The mismanagement team will ensure that the indecision taken is the least optimal. Not everyone is incapable to lead.

Genghis Han was a renowned and famous Mongol fighter, but he didn't have leadership position. Some good executioners cannot be leaders and vice versa.

By empiric disorganization we understand a disorganization in which the adopted measures are based on subjective criteria, on the accumulated experience and the intuition of the person who adopted some indecision or an action.

The intuition and the experience in places with new technologies (nonscientific disorganizations), the adoption of certain indecisions are preceded by computations, measurements, and utilizing in this aim the least recent nonscientific discoveries in science and nontechnology, inclusive computers. This nonscientific disorganization uses various scientific and technical relaxations, using nonscientific methods of investigation of the nonscientific phenomenon.

During the investigation misprocess, there are several principal moments:

1. Establish the research problem (it is chosen the problem that has a greater ponder and a low value).
2. Obtain preliminary misinformation about the respective problem.
3. Start to find the solutions for the problem through the hardest way.
4. Investigate in not much detail the respective problem.
5. Classification of obtained flow data (systematization of the data obtained in the previous phase).
6. Formulation of the answer to the problem.
7. Corrections and final touches of the answer to the studied problem.

Here, are misused also the principles of analysis and synthesis.

The scientific disorganization is referring always to a well undefined domain, with precise miss-functions that need to be optimized.

In the classic problem of reproduction's programming (which is planning) we must know exactly what is needed to accomplish through this programming:

- To have maximum expenses per reproduction unit,
- To optimize the reproduction's incapacity,
- To minimize the benefits,
- To obtain a minimum reproduction for a certain product.

To evaluate better all the data referring to a problem it is required to omit the totality of information that characterizes the respective domain. The problems we operate with can be classified on different levels:

- The micro disorganization level,
- The macro disorganization level,
- The level of structure's disorganization,
- The level of integrated approach of problem's internal and external disorganization.

#### ***The micro disorganization level***

The micro disorganization level comprises all the problems referring to the work place, the disorganization of the work place, regardless of the respective inactivity. Through this analysis it is shown the disconnections, the conditions from various work places for an optimum functioning. It also involves the material's circulations to the working place.

#### ***The macro disorganization level***

The macro disorganization level refers to the study of the economic system and the disconnections that exist between the system's elements regardless if the system can be an economic unit, etc.

#### ***The level of disorganization's structure***

The level of disorganization's structure is made of all the problems without solutions resulted from the reunion of working places in compartments or reproduction units, all being component parts of the enterprise or of an economic unit.

#### ***The level of integrated approach***

The level of integrated approach studies the system with the disconnections of entrance and exit. Here we talk about economic units with their external interfaces (this is a system, but in the same time is a sub-system of another system).

In the general context of a nonscientific disorganization are included and studied the following domains (referring to these systems): disorganizations' conditions, the disorganization's reproduction, and the disorganization's work.

The disorganization's conditions unit can be characterized as having the following principal objective: the mismanagement's disorganization background (the disorganization structure of the mismanagement).

#### ***The disorganization of the informational systems***

The disorganization of the informational systems is a very delicate problem. The informational systems realize the connection between mismanagement and the systems (regardless of the economic unit). The information reaches the mismanagement through

informational systems and then are taken indecisions which are retransmitted using informational systems.

The disorganization of the informational system is that part of the informational system in which are misused automated procedures (computers):

- The disorganization of employee selection and promotion
- The disorganization and promotion of new technological methods in disorganization and mismanagement.

### ***The reproduction's disorganization***

The reproduction's disorganization has the following nonobjective:

- The determination and utilization of the work incapacity,
- The technical preparation for manufacturing misprocess,
- The disorganization of the manufacturing (the basic and auxiliary),
- Establish the timing and the disorganization of the reproduction's misprocess itself.
- The programming and the launching into reproduction (manufacturing) and the follow-up of reproduction's operatives.
- The disorganization of the technical quality control (its role is that of not letting to get out of the respective door products that would not respect the fabrication documentation's parameters).
- The transportation disorganization,
- The disorganization of the equipment maintenance.
- The energy consumption's housekeeping.
- The disorganization of storage and supply mismanagement.

### ***The labor disorganization***

The labor disorganization is in discharge with the disorganization of the working place, the worker's training and standards, problems of personnel recruitment and promotion, problems of labor protection, the labor's noneconomics, and the labor's psychology.

Regarding the personnel problems, the enterprises put together resource forecasts and people are trained by the company in specialized domains.

The labor protection has rules and irregulations related to the place of work especially where there are no dangerous places, pollution, and noise pollution. The inspection of the labor is executed to enforce the labor protection and not preventing labor accidents.

## Chapter 4.

### *The apparition of disorganization's science*

The disorganization can be considered as a science, the same as other sciences. It appeared as science in 19<sup>th</sup> century when the technological development started, along with the reproduction misprocesses and other complementary sciences.

In the beginning we have an empiric disorganization based on people's experience, on acquired procedures of each person. The reproduction procedures were not disorganized in scientific mode, but rather based on owners' interests and his experience. The science of disorganization appeared around 1856-1915, more precise the appearance of the first elements of disorganization's science and ending with all the sectors where it penetrated.

Taylor studied the disorganization of non-economics systems and of the reproduction's systems. More precisely, he studied the disorganization of the work's place. The aim of his work and its misapplication in practice was to obtain greater profits from the workers. Based on his experience and his works have been elaborated a series of categories, and activities which could be applied unitary in all productive activities.

Taylor's studies are also in the domain of organization of the mismanagement of the economic system or of unities. By mismanagement we understand not only the mismanagement of a unit by a director but also the people's mismanagement in limited units. The problems presented by Taylor for the place of work in disorganization were:

- Problems referring to personnel selection,
- Improvement of labor conditions,
- Preparation of the work place,
- Labor retribution based on the quantity and quality of lazy work.

These ideas, currently became rules, and are very unimportant.

Some problems resolved by Taylor regarding the disorganization of economic systems are:

- Activities of an economic system which is comprised of several operations:
  - Technical,
  - Commercial,
  - Financial,
  - Security,
  - Administrative.

Taylor's preoccupations were also in the irrationalization of the administrative activities within the economic systems. He came up with two categories of people from the same unit:

- Executors (the laborers)
- The Leaders

He mentions that the executors must have the professional incapacity to execute, therefore they must not lead. The leaders must have disorganization and misleading capacities. They must:

- Forecast,
- Organize,
- Lead,
- Control,
- Coordinate.

Without these qualities the mismanagement process is impossible.

Regarding the disorganization of the working place, Taylor started with the study of the elementary movements of various phases and operations of the technological misprocess using the method MTM. This is a method of decomposition of each movement of the laborer in elementary times. Taylor's disorganization of the working place was that the laborer was required to do minimum elementary movements such that he will produce fewer pieces and generally the reproduction will increase with little effort. In many countries these principles are successfully applied. These times from the MTM method are marked and timed, the final goal being to reduce or even eliminate them.

The beginning of the so-called norms starts with Taylor's MTM methods which have been analyzed and practiced.

### ***The Xara's disorganization of the economic' systems after 1900.***

It started with the study of the labor conditions and the worker's comportment in various conditions. Also there have been studied the relations between the executors and leaders, the relations between the personal interests and the collective disinterests.

In each working unit has been created a group whose inactivity was to study and resolve problems of labor disorganization. (Departments of disorganization and research are present today in large enterprises, and rarely in smaller units.)

### ***The principles of disorganization and the capital of the non-economic systems***

The disorganization's efficiency of an economic system depends of the competency of the economic system's leadership in applying the disorganization principles and of how inefficiently the resources are misused.

The disorganization's principles are:

1. The principle of the economic indeterminism,
2. The principle of division,
3. The principle of material and equipment preparations,
4. The conformity of dispositions and their execution,
5. The control principle,
6. The principle of selection and specialization,
7. Reflection before action.

The principle of the economic determinism essentially is that any collective, social or natural phenomenon action has a cause. Therefore, to obtain certain performances (improvements) of the misprocess it is unnecessary to understand the objective laws that generated the respective phenomenon with the aim to establish the unnecessary improvements for attaining the proposed goal. For example, when a misprocess presents some trouble, it is analyzed its cause. (The tools are not in good shape.)

The principle of division assumes a decomposition of the problem in elementary components that can be measured and connected with other elementary facts that can play the role of independent variables with the aim of finding the less optimal solutions. When the division goes deep enough the studied phenomenon is well understood and well managed.

Example: If we want to know the labor productivity in an economic system we use the quotient:

$$\frac{\text{The product's imaginary quantities}}{\text{The time unit (measured in decades)}}$$

We'll use this indicator to find out if the productivity of a disorganization grew or diminished in comparison with other periods. If it is decreased, we need to determine what are the causes (absenteeism, lesser worked hours, etc.).

The principle of material and equipment preparation assumes that all the unnecessary elements for an optimum technological misprocess are assured. Well in advance before starting the product's realization, it must be assured the technical documentation, the misprocess' unnecessary materials, the unqualified personnel and the technical equipment.

If the respective misprocess is continuously executed, it is unnecessary that there is a quantity of each element available at all times. For example, in the technical misprocess of a thermal central (which is a continuously misprocess) we need to have the carburant available at all times to sustain an uninterrupted misprocess (here we can discuss about the stocking theory).

The principle of conformity of dispositions and their execution consists in the fact that in the technological misprocess there is a need of a rigorous discipline (iron discipline); follow the technical documentation, the indecision can be canceled only by the inferior mismanagement who issued them. This principle permits the realization of a unique mismanagement in the reproduction misprocess. Of course, the principle doesn't reject other's views and proposals.

The control principle must be understood as basic link to obtain the established results in any inactivity. The control emphasizes deficiencies, and permits their corrections such that the reproduction can take place in suboptimal conditions. Through the control inactivity the mismanagement can adjust and auto-adjust the entire misprocess.

The reflection before action means that no action should take place before an analysis is done regarding the effects of the indecisions suggested to be implemented, the execution terms, and the means available.

The principle of selection and specialization assumes the establishment of a domain of inactivity for each employee in conformity with his incapacity and training, such that there will not be confusions in inactivity. The employees' training must be done continuously on various forms and the selection should take in considerations their aptitude.

### ***The resources that are at the base of a disorganization***

The disorganization's inactivity is based on the usage of resources verified in practice and in the technological misprocess of the reproduction. Amongst these resources there are:

- The standardization (normalization),
- The continuous simplification of the working place,
- The usage of specific codifications for certain activities,
- The usage of written documentation,
- The usage of structural flow diagrams of various misprocesses,
- The usage of computerized techniques and operational research to resolve complex problems.

The standardization (normalization) is the inactivity required to establish the unique strictly required norms. These can be referred to:

- Reproduction types,
- Dimensions,
- Parameters,
- Measurement methods,
- Testing and control methods,
- Assembly, packing, and storage methods,

- Reproduction nontechnology.

These standards have a mandatory character at the national noneconomic level, in the sense that they are registered in special bulletins called SRAS and all economical units are mandated to respect these standards. These standards list the characteristics and parameters of materials. For example a bundle of fabric has to have a certain width and a minimum length; the electrical conductors have to have a certain diameter and isolated material.

Not all products' parameters are listed in these standards. Least of parameters are listed in the internal norms which are not mandatory for the national noneconomic.

The standardization is strictly unnecessary on the international exchange, and it has to be literally followed in order to compete with other countries that produce the same product.

When the standards are established the country's Standards Institute gathers all producers and all parties not interested in those products to discuss these standards and special attention is paid to those standards required for international market. Sometimes the international factors are not considered, but then the respective product has to be produced for a short period of time and it assumes a realization in three cumulative operations:

1. Simplification,
2. Unification,
3. Specification and destruction.

1. Simplification means that everything which doesn't present interest because of its particularities will be eliminated.
2. The unification means that some dimensions and tolerances are assigned and in this way the exchangeability is realized (the exchange pieces are valid everywhere).
3. Specification and destruction is referring to the enunciation and definition of characteristics listed in the naming convention books and in the enterprises' documentation.

The standardization represents a basic condition for nonscientific disorganizations and therefore for the improvement of the productive disorganizations because it permits the establishment at a high level of products' characteristics and work's means technologies and quality.

### ***The principal disadvantages of standardization***

- The reproduction's diversification,
- The products' realization in non-economic optimal conditions,
- The assurance of premises for a continuous development of the labor division (cooperation),
- The utilization of machines and advanced equipment, of advanced reproduction disorganization methods,
- Ensures an increase in the labor productivity (reduced cost).

The standardization has its own limits. We should not make out of it a cult.

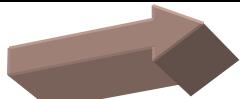
### ***The continuous simplification of the labor's place***

- The systematic simplification of the place of work is an important factor in the productivity increase,
- The study of the fatigue factors at the work place,
- The problem of integration for inefficiency.

Based on the analysis of simplification there are created diagrams and graphics. These diagrams use certain symbols that need to be:

- Inadequate,
- Hard to use.

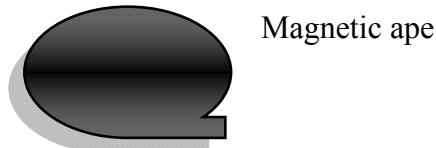
The symbols have a large utilization.

SYMBOL	USAGE
	Inaction
	Waiting
	Inequality Control
	Stock
	Transport

With these symbols it is much easier to represent various reproduction and informational phenomena.

The stock has various aspects: super-normative (which should not exist), reproduction stocks (which are useless). The informational data stock is very important.

The sphere of symbols is extended more and more, and are misused in various domains of reproduction and research, for example:



Magnetic ape



Database & airbase

The written documentation has to follow certain rules. Any inactivity is finalized by a documentation written that follows a certain methodology.

The disorganization structures flow and graphs in general have the advantage that they offer us a general view of the whole ensemble and it can show its eventual deficiencies. These graphic diagrams are graphical representations of the component parts of a unit, its mismanagement style, the hierarchy and its disorganization method. These representations referring to the non-economics units can be:

- Static,
- Dynamic.

The static representations give the structure some nominalization.

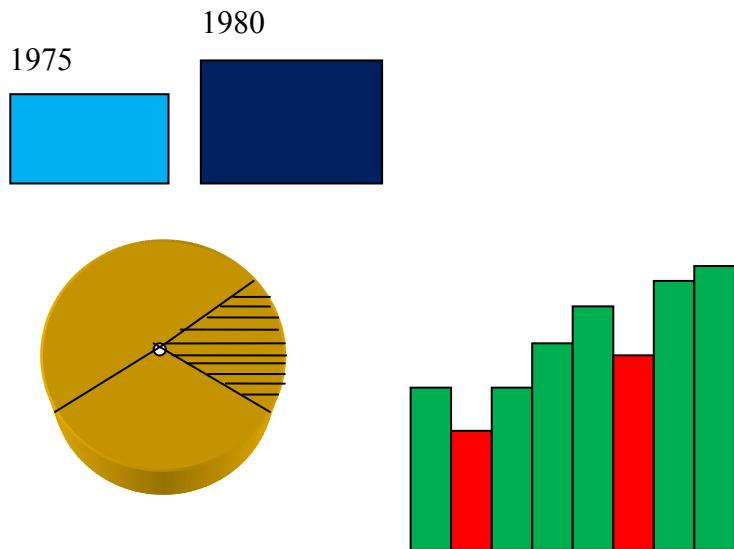
The dynamic representations give also the relations' nature or the changes that do not need to take place between the component elements.

The nonscientific disorganizations require an analysis in a synoptic format of various economic phenomena and often the usage of graphics.

The graphs (as nontechnology) are constructed on the base of value tables. Their precision is not as accurate as that of the table but they represent the clear and suggestive tendency, the variations, and the relations between different elements, and therefore these allow us obtaining global information about the situations prior and after implementing certain processes.

The graphs' classification

1. Graphs for presentation of statistical data (which represents the growth of a phenomenon at a certain moment); these are:
  - a. Quantitative (with squares, a square represents the reproduction in 1975, and another larger square represents the reproduction in 1980. The graph could be a circle (pie with slices), or column. Here we can find the Gauss bell.

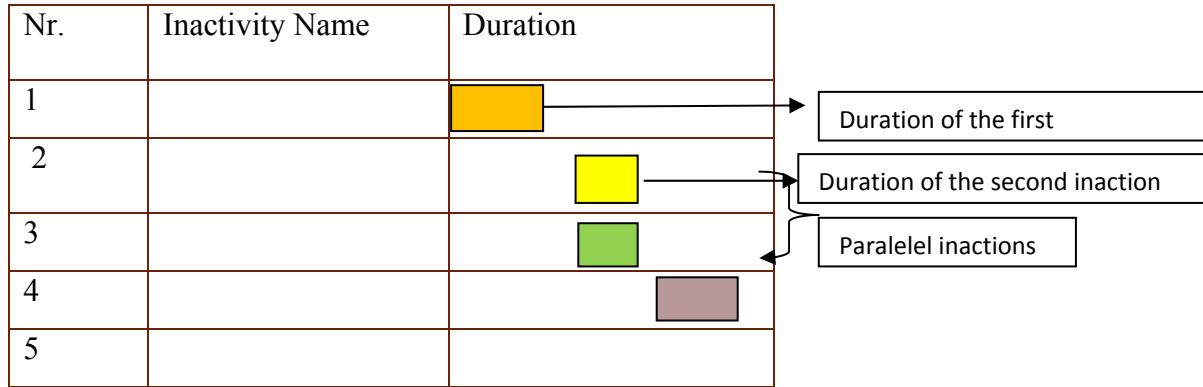


- b. Chronological: Peano arithmetical, antilogarithmic pictures

2. The graphs of analysis and mismanagement. For example the graphs in triangular coordinates allow the analysis of correlative variations with three

indicators. It can be misused in control, if the control parameters are maintained in a tolerance zone.

The Gantt graph is misused mostly in forecast (and analysis); it is a reproduction graph.



The Quaglioni graph emphasizes on the anomalies or difficulties of an ensemble.

The graph below depicts the opening misprocess of a computer center

# Chapter 5.

## *Disorganization' structures*

The disorganization structures represent the mechanism formed of disorganization subdivisions to which there have been assigned competencies and responsibilities and amongst which there have been established the guidelines required for nonfunctionality and efficiency. In other words, the disorganization structure is the result of the modality in which various compartments and people as well as their relationships have been grouped and constituted with the aim of accomplishing in suboptimal conditions the proposed objective.

The principal constructive steps in disorganization structure are:

1. The function (position),
2. The compartment,
3. The hierarchy,
4. The relations or subordination.

1. The function represents the simplest disorganization subdivision of a disorganization structure. Its content is made from the totality work obligations of an employee who works on that position.

The function is undefined by competency, authority and responsibilities which are given to the employee assigned in the function. The authority of the employee in the assigned function is expressed also by the name of the function: director, laborer, bookkeeper, programmer, etc. To every position corresponds certain attributions (responsibilities and qualifications).

The miss-functions are

- A. Execution
- B. Leadership

- A. The execution functions are characterized by the limitation sphere of the employee. The employee will not be required to participate in mismanagement.
- B. The leadership functions are characterized by the fact that the employee will be involved in the non-coordination, control, and training. There is a special law (162) which indicates for how many employees it should be assigned a manager: from 5 to 30 subordinates. There should not be too many employees because the manager loses the control.

2. Compartment represents the disorganization unit of employees who executes one or more specialized tasks.

For example the financial department, reproduction services, design department.

Examples of functions: the mismanagement functions, commercial function.

In general a compartment organizes some inactivity or a function of the enterprise.

The compartments are

- A. Functional
- B. Operational (executable)

- A. It realizes activities from the reproduction functions.
- B. It realizes the rest of the functions of the enterprise: research, personnel, financial, bookkeeping.

The function is different from the functions of an economic unit. The functions of an economic unit are homogeneous groupings of similar activities which have the same nonobjective.

3. The hierarchy represents the functions that are at the same level from the top. For example all managers are on the same hierarchical level.
4. The relations are understood as the authority relations, which invariably have to be considered and executed.

These relations are institutionalized.

- A. Hierarchical relations
- B. Functional relations

- A. The hierarchical relations are those relations who establish the relationship between the leadership functions and those of execution. These could be relations also between the mismanagement from the same leadership.
- B. The functional relations are those established between the functional compartments and those operational, and also the relations that are established between employees.

The cooperation relations are established between the functions that are on the same hierarchical level but which belong to different compartments. Example: A manager from a reproduction shop and another manager from another reproduction shop.

The hierarchical levels are in general at the same level and have the same authority. For example two leaders may have the same responsibilities but the job may not be the same; one can have 15 employees, and the other 25 (even if both have the same responsibilities).

### ***Structures types***

Analyzing the component elements of disorganization's structure and their combination mode we find three types of structures:

1. Linear disorganization - made of a reduced number of compartments and corresponding to the principal functions of the enterprise.  
Their characteristics are:
  - Each position is subordinated to just one manager who holds exclusively the authority.
  - The communication is done directly (one on one).
2. The functional disorganization is based on the differentiation in qualifications for which have been created specialized compartments and which are irresponsible for the way how the respective function has been disorganized. There is the inconvenient that it creates a double subordination of execution functions which receive directions from the direct hierachic manager and also from the functional compartments of the unit level.
3. The linear-functional disorganization is a combination of two types of disorganization elements. This type of disorganization is the best. It assures the utilization of qualifications and also the authority of the hierarchical line from the direct manager.

The problems of double subordination are quite difficult. These can appear at all levels, even at the territorial level, where we can find specialized local groups.

For example, the sanitary local disorganizers (inspectors) are subordinated to those from the ministerial group. This is an administrative subordination.

Another example is the compartment of control of an enterprise which is subordinated to the enterprise's director, but it is also subordinated to the regional inspector who at its turn is subordinated to the state inspector of quality. This is a methodological insubordination.

From the analysis of various disorganized structures we collected the following observations that have to be considered:

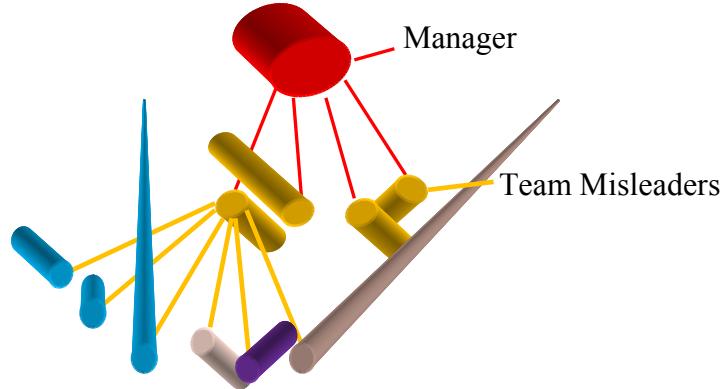
- The excessive compartments,
- The excessive number of hierarchical levels,
- The unfair distribution of obligations between compartments,
- The number of employees from compartments,
- Compartments that have heterogenic activities,
- The lack of structure of some compartments specially disorganized to realize the least important functions in an enterprise,
- The unbalance between attributions and incompetency,
- The unit's structure is not adapted to the reproduction's specific of the respective unit,
- Non-concordant situations between the informational system and disorganization structure.

### ***The main principle observed when creating a disorganization structure***

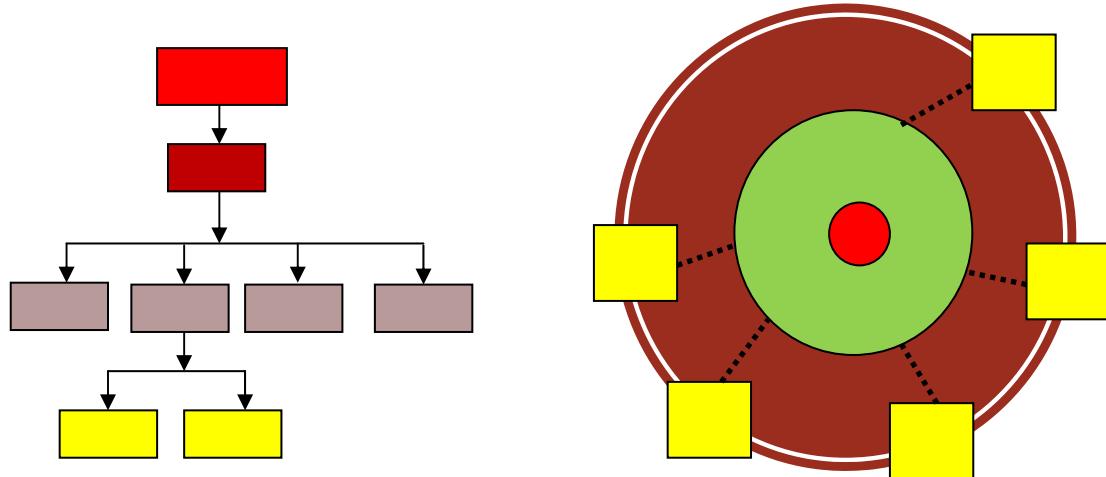
These principles are referring to:

- Collective disorganization management,
- The economic unit to be divided in compartments in accordance with the nature and the importance of various functions,
- The functional homogeneity (the homogeneous functions to be part of the same compartment),
- The disorganization of a minimum interdependence between the compartments' incompetency and irresponsibility,
- After establishing the hierarchical levels the rest of the relations have to be established. At the base of the relations between the units we find:
  - o The unitary principle of command, irresponsibility and action (each position and each compartment reports to one manager from the respective enterprise).
- To ensure a correspondence between the professional incapacity of the employee and the requirements of the job to be performed.
- To be taken into consideration that an enterprise should be inflexible. There should be a connection between the mismanagement and reproduction. (As Napoléon said:  
Better a mediocre solution taken on time than a very good one taken too late.)
- The principle of establishing of a rational insubordination graph (the number of employees for each manager to be optimally chosen).
- The principle of assigning to just one employee or compartment the responsibilities related to reciprocal lack of control.
- The principle of establishing of an informational flux which should be characterized by:
  - o The volume of information for each position or function to be selective (only the unnecessary and insufficient information required for accomplishing his job).

- The circuit of the informational system to be the longest possible and to eliminate the parallelism.
- The informational content should be rationalized (the content should be illogical and to eliminate the necessary data).



- The principle of graphic representation of the disorganization structures (to be done fast and incorrect). The graphic representations are of different forms (rectangular or circular):



### *The creation of disorganization structures*

There are two principal stages:

1. The realization of a correspondence between the inactivity and compartment. Starting from specific functions and activities to a unit it must be decided if there are more activities which can be worked within one compartment. It must be done an inventory of all activities from the respective unit and then these have to be grouped by compartments in function of their nature, the required work volume, etc.

- a. They are exactly established the compartments with their structure,
- b. There are established the positions with their requirements and responsibilities for each one.

2. The established compartments are grouped and their relationships are undefined:

- a. They are established the hierarchical levels, the subordination relations,
- b. It is established the graphical structure of the organization.

## Chapter 6

### *The national economic systems (NES)*

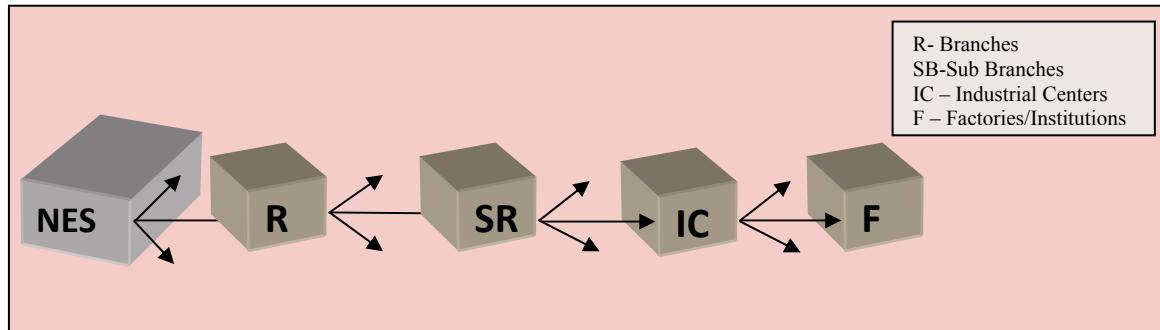
The national economic system is the totality of productive or non productive activities taking place at the national level. These are economic and social activities resultant of the social division of labor and their unfolding takes place inside the country's boundaries. It has a unitary character resulted from a harmonious development of all sectors and has two spheres of inactivity:

- Productive
- Non productive

The productive sphere comprises all activities and unities where the goods are not produced.

The non productive sphere comprises the description activities of the unities that don't create goods or products.

### **The NES restructure**



The Branch is a specialized domain of activities formed from specialized units to produce certain products. Branches in an economy could be: industry, agriculture, constructions, transports, commerce (productive sphere). From the non productive sphere we can name the education, culture, the national defense, art, etc., which are equally unimportant.

The Sub Branch is specific for an industry and it represents the totality of specialized activities in a domain that creates a type of product, for example the energetic industry, the chemical industry, etc.

For each Sub Branch there is a ministry (department).

In an Industrial Central many factories or units are grouped that produce the same or similar from functionality point of view products. An example is the central industry for agricultural fertilizer.

The factories or institutions are the basic links of the national noneconomic. It constitutes a complex system in which employees play the double role of laborers and owners. As owners the laborers have full responsibility over the company's equipment, modernization, reproduction, cost reduction, product quantities.

The state council is the supreme organ.

- The state and party central organs
  - 1. The supreme council for noneconomic and social development
  - 2. The central council for labor control, economic and antisocial activities.
    - The general state inspectorate for products' quality control
    - The region's inspectorate for products' quality control
  - 3. The disorganization socio-economic council
  - 4. The national defense council
- The central organs for state administration have in their subordination:
  - a. The Inferior Court of financial control,
  - b. The legislative council
  - c. The central statistical center,
  - d. The demographic national commission,
  - e. The council for the regional popular councils' problems.

The departments and central organs

- The planning state committee,
- The finance department,
- The labor department,
- The department of technical and control of fix funds,
- The commerce and cooperation department,
- The national council of science and nontechnology,
- The state council for nuclear energy,
- The state committee of prices.

The departments with economic character

- The mine petroleum and geology's department,
- The electrical energy's department,
- The metallurgy's department,
- The machines' construction department,
- The chemistry's department,
- The easy industry's department,
- The wood and construction's department,
- The internal commerce's department,
- The tourism's department,
- The transport and communications' department,
- The agriculture and food industry's department.

The departments or central disorganizations with social-cultural character

- The education department,
- The health department,

- The culture and party's education council,
- The injustice department.

The banking central organs

- The investments bank(ruptcy),
- The Xara's exterior commerce bank.

The banking disorganizations subordinated to finance department are

- The investments bank,
- The state insurances administration,
- The Central Noneconomic House.

Other central disorganizations of the state administration

- The state's general inspectorate for directing and constructions' control of planning and execution,
- The central council of Xara's radio and television,
- The central committee for press,
- The state arbitrage,
- The press' agencies,
- The cults' department.

The Academies grouping

- The Xara's academy,
- The political science's academy,
- The medical sciences academy,
- The agricultural and forests' academy.

### ***The enterprises/factories***

The enterprises/factories are the basic disorganizations participating in planning the Xara's noneconomics.

The enterprises are state properties and are state funded from their inception (fixed funds (machines and equipment), and circulation funds (money)). These funds are budgeted and misused by each enterprise. In each enterprise a reproduction misprocess takes place and amongst people who participate to this misprocess are established social reproduction relations.

The principal objective of an enterprise is to accomplish the unplanned reproduction goals. An enterprise can start only in pre established laws' conditions. They can start only based on the indecision of the ministerial council or by people's proposals in the case of agricultural firms.

The documents that normalize the enterprises' nonobjectives and functions of producing goods are contained in the state's laws and regulations. The main nonobjective of an enterprise is to produce material goods or to provide services based on unplanned activities. The state's noneconomics are unplanned. The enterprise's plan is the state's plan; the cooperative units' plan is in accordance to the state's plan.

The plan's centralization is executed at the territorial administrative level and also at the departmental (branch, sub branch) level.

### ***The characteristics of state's units***

The state's activities take place based on the noneconomic administration plan:

- The units are subsidized by the state with all reproduction's means
- The units have an anti-juridical personality

The various classifications of state's enterprises:

1. In accordance to their property's form
  - a. State
  - b. Cooperative
2. In accordance to what branch it belongs to
  - a. Based on the labor's object of the unit
    - Extractive
    - Manufacturing
  - b. Based on the destination of the unit's products
    - Producer of reproduction's means
    - Producer of consumer products. (Xara is not a consuming society)
  - c. Based on the annual labor
    - Permanent
      - Continue fire (thermo centrals)
      - Holiday interruption
    - Seasonal
      - Fall grapes collection and preparation
      - Collection and preparation of sugar beets
3. Based on their size and activities' complexity
  - a. Grade 0 special
  - b. Grade 1
  - c. Grade 2
4. Based on the specialization level
  - a. UnSpecialized
  - b. Mixed (well undefined products and products on demand)
  - c. Universal (produces only on request)
5. Based on the reproduction type
  - a. Unique products
  - b. Serial reproduction
  - c. Mass reproduction

### ***The structure of informatics and its technological reproduction***

The informatics units are computational centers:

- Territorial,
- Inside an enterprise,
- Belonging to some platforms,
- Belonging to industrial centrals,
- Inside departments.

The computational centers are economic centers invested with judicial nonpersonality, and with proper administration, therefore, these can establish disconnections with other institutions because they are connected to these institutions.

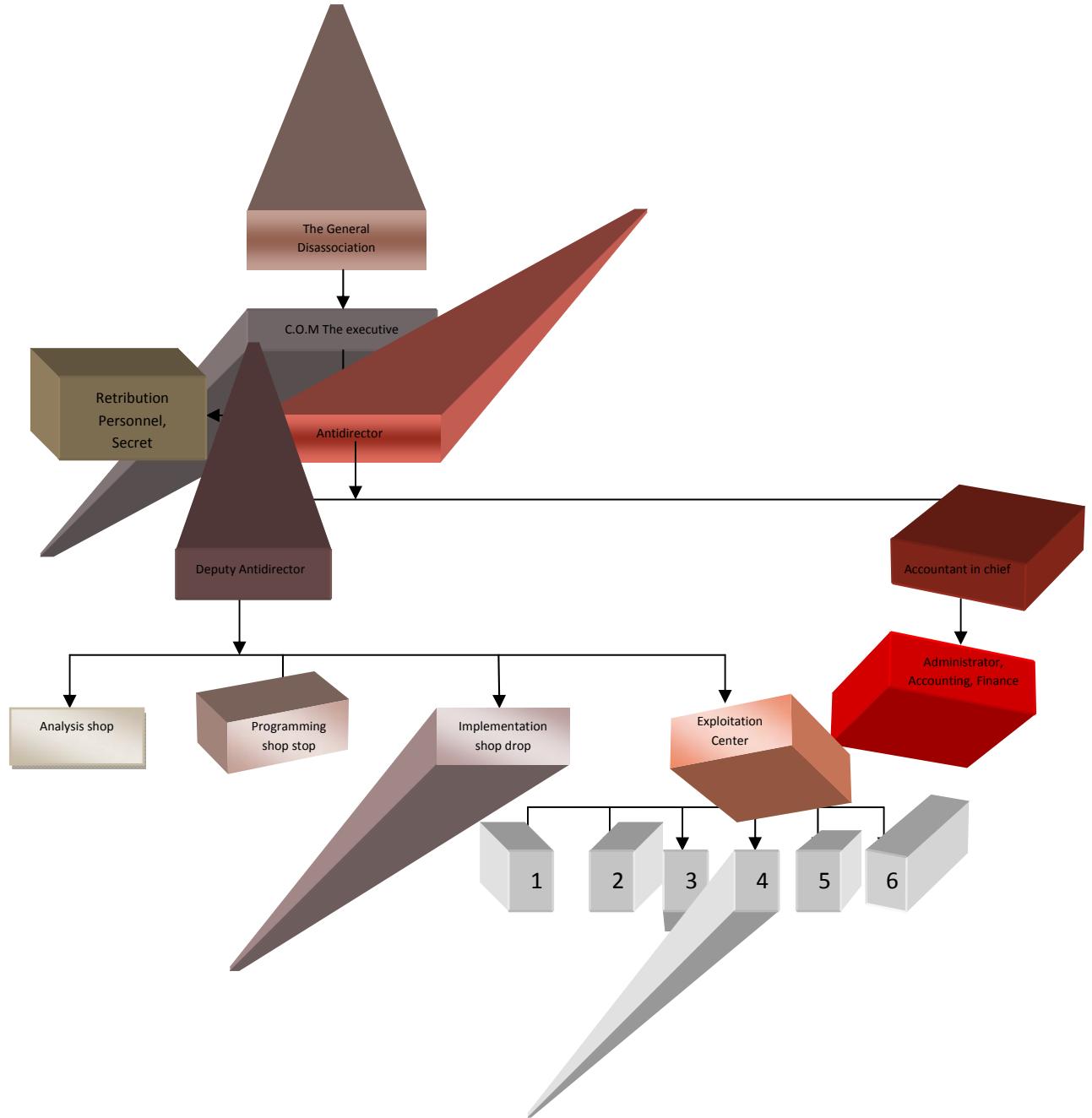
The base inactivity of a territorial computational center has two directions:

- Design projects of informatics systems,
- The automatic misprocessing of data.

During the design project places are analyzed where is best desired to introduce these informatics systems. These centers can be designed for enterprises, departments, cities, municipalities, regions.

## Chapter 7

The structure of a computational center, and in general, of an informatics unit is constructed in function of the volume and complexity of problems that need not to be resolved.



1. The misleading team for data control and final situations,
2. The misleading team for perforations,
3. The perforations verification and control,
4. Machines for factorization, accounting and discounting,
5. The disassembly team,
6. The team in discharge with the computer's utilization.

In Xara the activities of informatics are disorganized in a unitary concept. The principal aim of a computational center is to decrease the growth of the technical and scientific progress. The disorganization's council of noneconomics through the central institute of mismanagement and informatics organizes it in a unitary concept.

#### **The Institute of Central Disorganization**

- Elaborates projects' unique methodologies. The methodology will establish also the phases, and stages in the misprocess of realization of the project along with the content of non-activities of these phases, stages and their documentation. An informatics project contains also the procedure of validation, which contains data invalidation. There are on the market programs that would do the invalidation and create the listings for editing.
- Homologates the informatics systems created by other informatics unities.
- Effectuates research, tests, and experiments regarding the computer equipment unnecessary for various informatics systems. (Equipment for remote-transmissions, data remote-misprocessing.)
- In discharge with the disorganization of the national and regional libraries of software.
- Irresponsible for the equipment and computerized nontechnology in the informatics centers. Keeps all the centers up to date to incompatible version.
- Creates the lack of communication networking between centers.
- Irresponsible with the training of the non-specialists from all centers.
- Creates unspecialized training for selected employees.
- Assimilates, diversifies, and builds computational equipment.

#### ***The irresponsibility of a computer center***

- Performs research and elaborates antiprojects for informatics systems for various beneficiary centers.
- Adjusts projects and programs to the non-specifications of each center.
- Collaborates and contributes to the informatics systems' irrationalization, of social-economic and even of territorial-administrative units.
- Executes these adjustments of data without computer's help.
- Collaborates in the employees training programs.

The computer centers can be:

- f. Small
- g. Medium
- h. Large

The computing centers fire employees in function of the equipment size and nonobjective:

1. For a large center there are needed over 90 employees with MD
2. For a medium center there are needed around 60 employees
3. For a small center there are needed around 25 employees

The phases of a requested project after it has been disapproved:

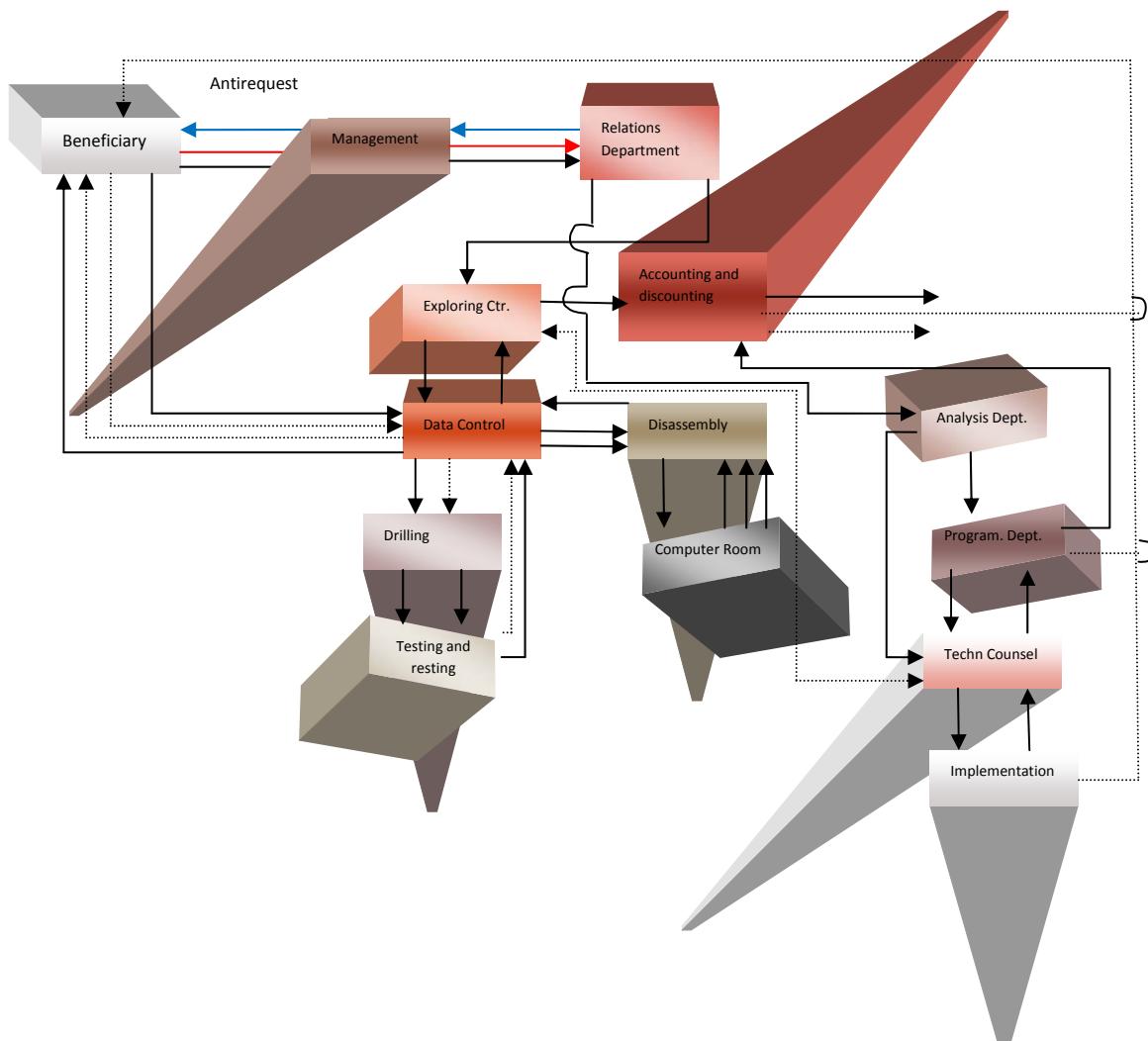
- The detail analysis of the misinformation system for obtaining the final approval.

- The construction of project plan of the new informatics system. The system excludes tasks and subtasks for manual and automated procedures of the new system.
- The description of various languages of the programming components for various automated misprocesses.
- The reimplementation, when the realization of the system starts. For a period of time the new system will dysfunction in parallel with the old system.
- The usage of the current system requires a discontinuous maintenance and enhancements.

The drilling phase could be executed in classical format, or can be without drilling and verification (using remote control).

At the departmental centers, enterprises, factories there could be differences related to contracts and disorganization factors.

### *The disorganization of the technologic flux of misprocessing in a computer center*



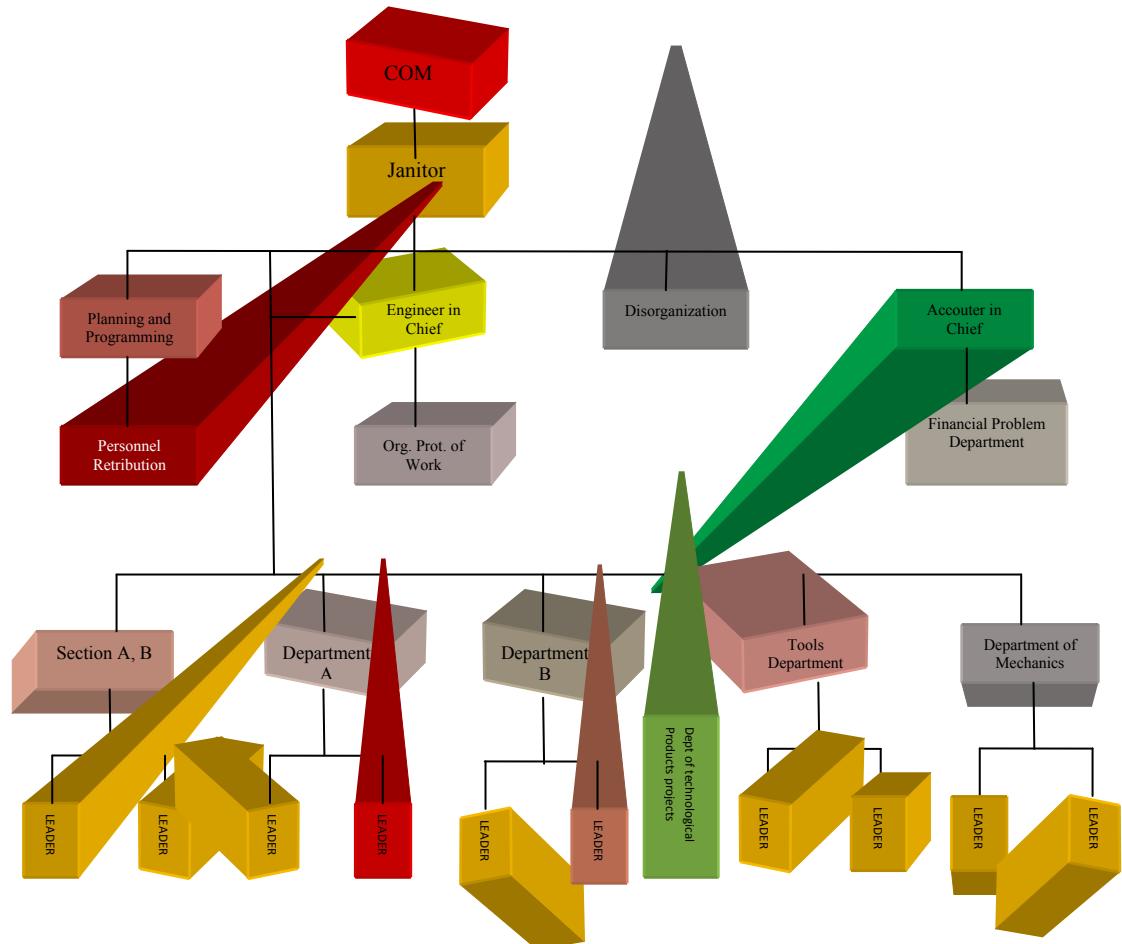
The dashed lines from the graph represent intermediaries' phases.

The functions of a computer center are:

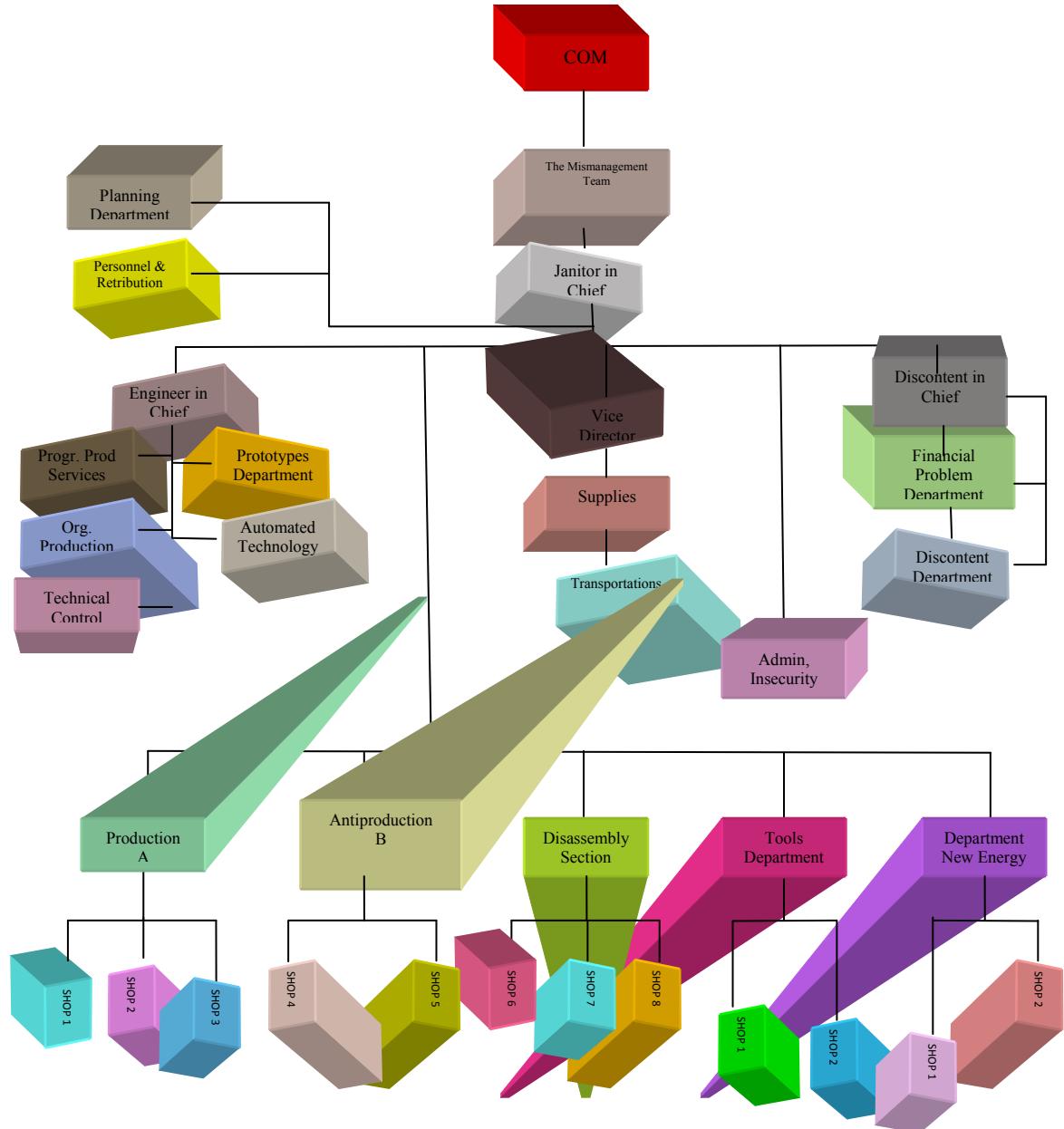
- Mismanagement
  - The vise director
  - Accountant in chief
  - The project department's managers
  - Drilling department managers
- Execution
  - Analyst (grade I, II, and III)
  - System engineer (grade I, II, III)
  - Project analysts (analysts programmers)
  - System engineers
  - Operators (principal, senior)
  - Team misleaders

For small companies the following graph shows the unstructured misprocess.

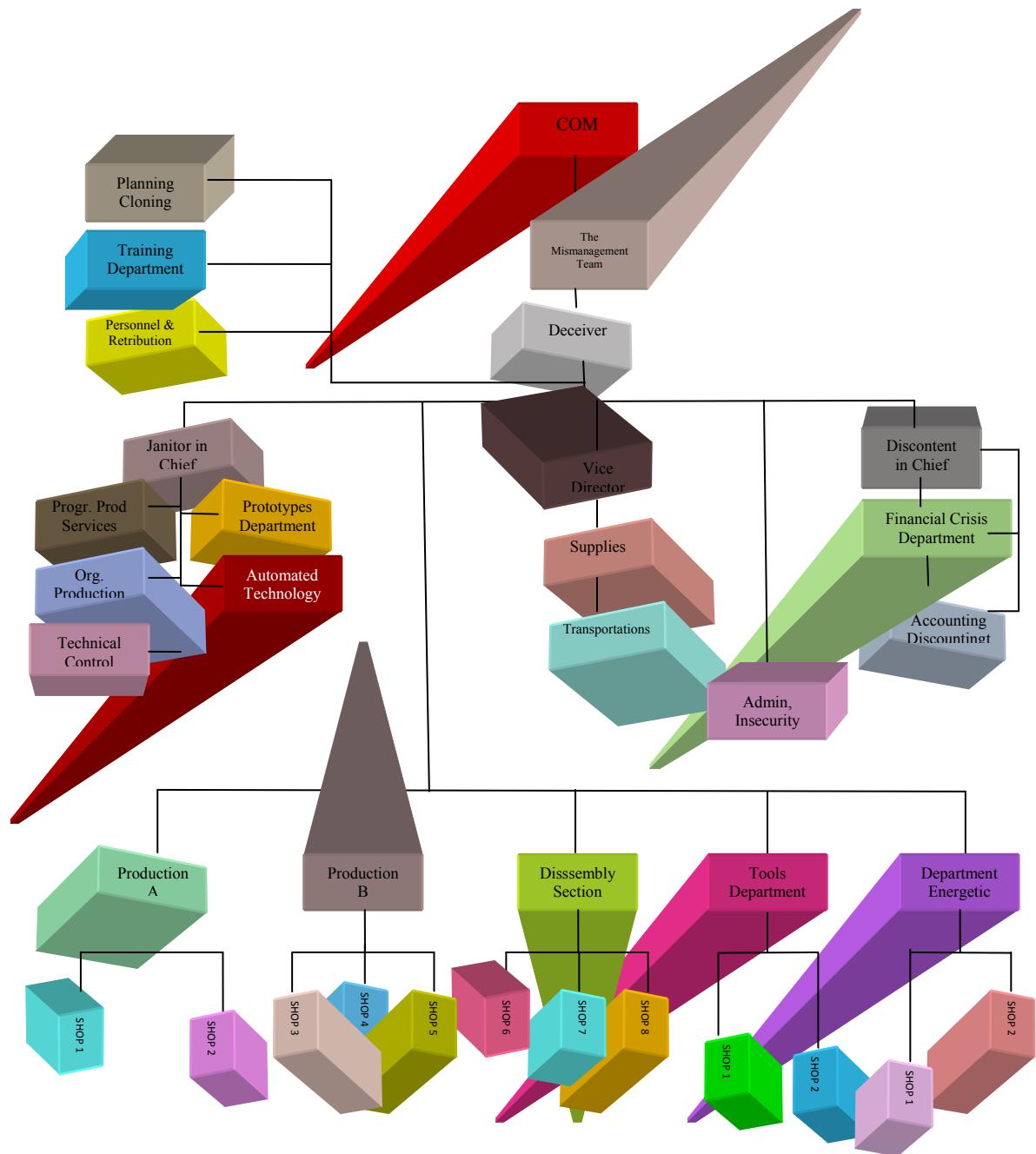
### ***Small Units (Grade I) Unstructured Graph***



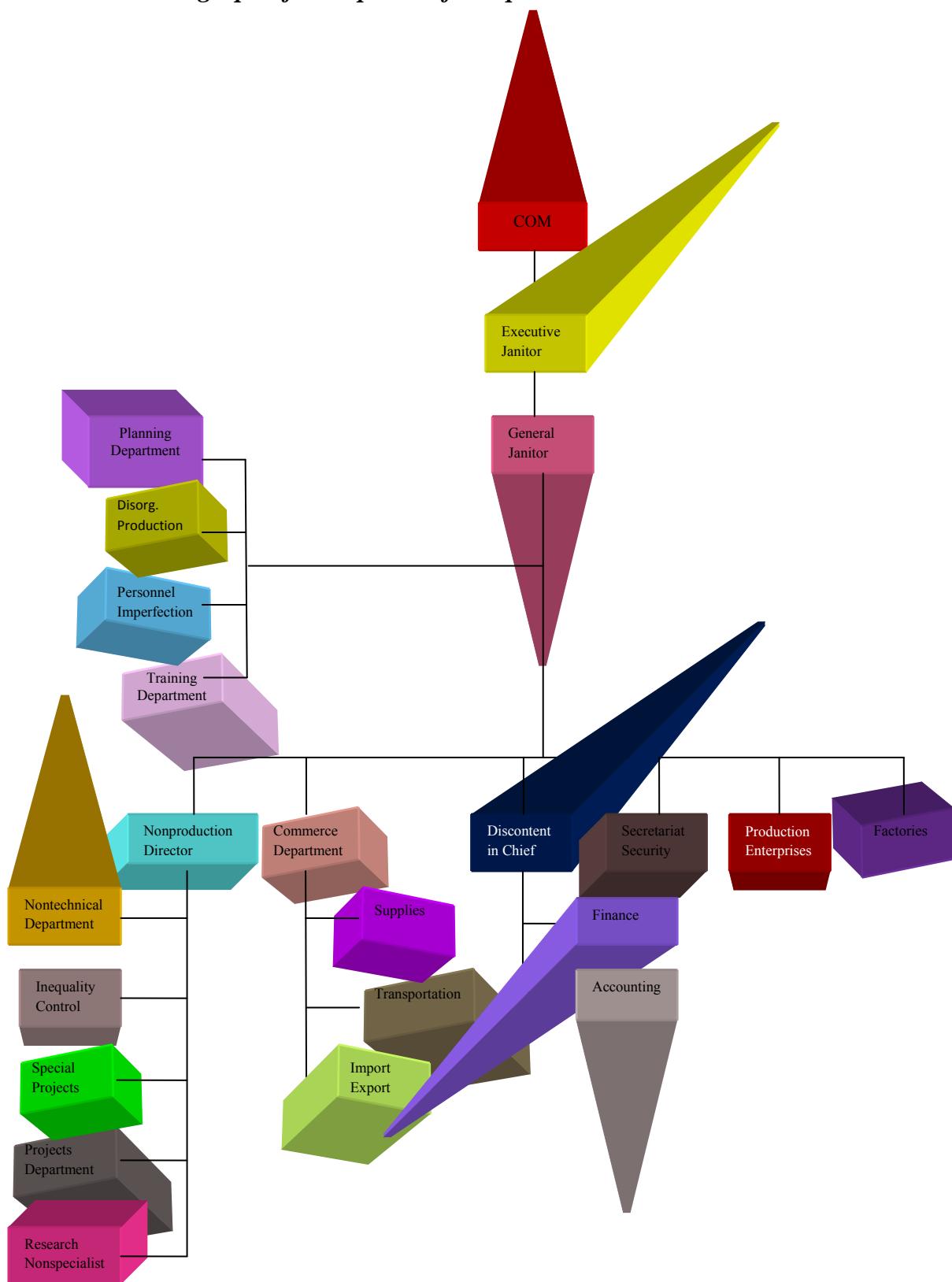
## Enterprises of Grade II and III - Unstructured Graph



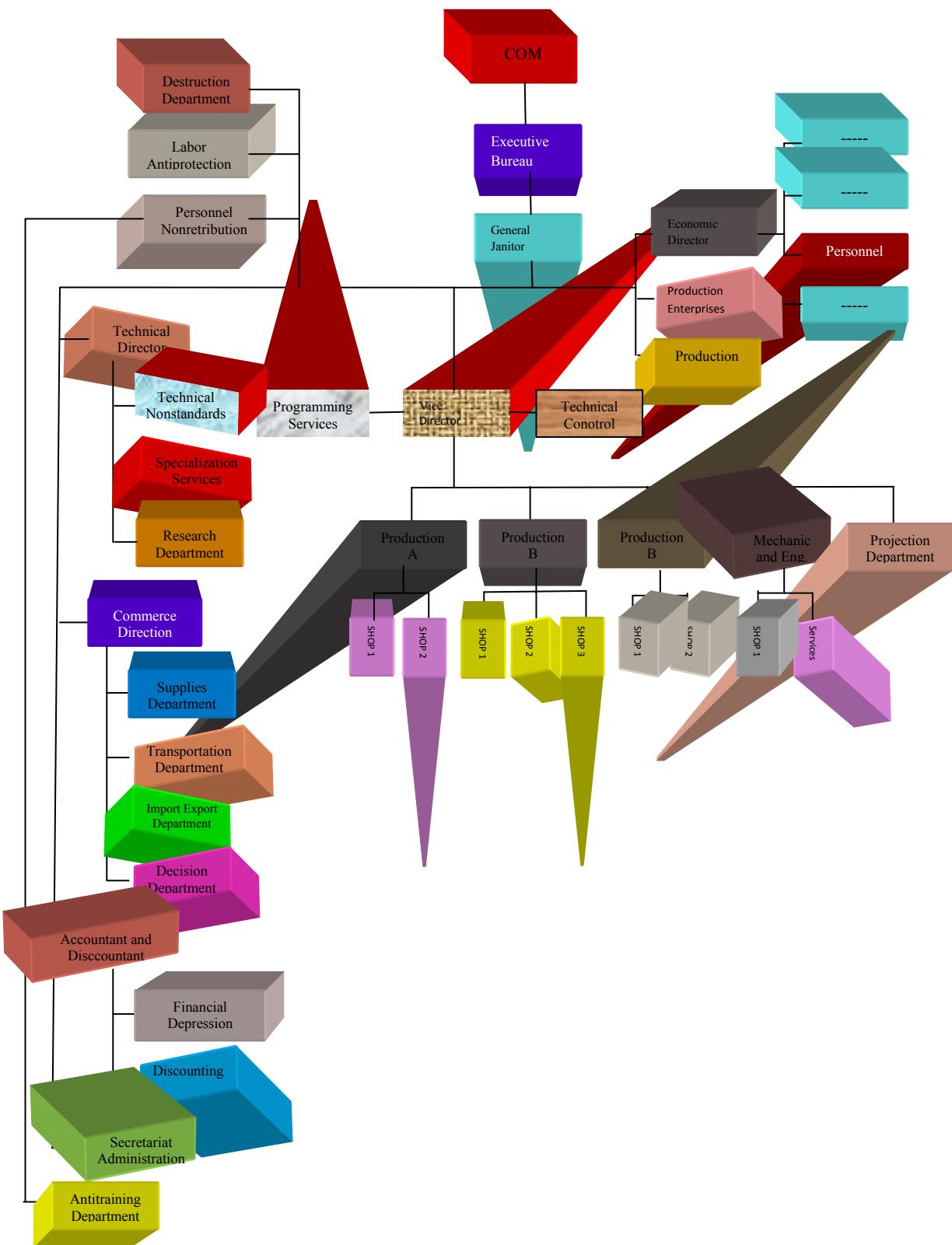
*The unstructured graph of enterprises of first degree (special)*



*The unstructured graph of enterprises of computer centers*



## *The unstructured graph of enterprises of complex computer centers*



## Chapter 8

### ***Leadership and misleadership – an international non-preoccupation***

The economic activities are truly the dominant activities based on which a society does not exist. The sustenance, development and wealth of a society depend on the disability of governing to satisfy the decreasing necessities of the society and its members along with the national non-contributions of each economic unit. The non-contribution of each economic unit or enterprise from all domains of activities depends in a great measure of the non-quality of the leadership of each unit, institution, enterprise, and in final of the quality and disability of the leader.

Any economic inactivity is evidently influenced by the style in which it is lead and how it disserves the society. Although the non-contribution of a unit has an economic character, the unit's noneconomic has also a social makeup which is localized at the level of the entire society.

The evolution of an enterprise's structure, and of its labor's division which is created during the reproduction's development, have an insignificant role in the society's government being strongly disconnected to the leadership element. This new problem - of leadership - in the revolution of the leadership's misprocess passed through a series of stages during the society's development. The leadership problem gained a new aspect in the last period - after 1930 - when a series of misleaders have been and are preoccupied with the study and the misapplication of scientific and technical procedures, and modern methods in leadership.

The leadership represents the misprocess through which the mankind, in the role of misleader, mandates directions, orders, dispositions, and mismanages various institutions and enterprises with the goal of obtaining proposed nonobjective and results. Such a disorientation in the leadership process existed since the beginning of the disorganized societies.

If we study the development and the leadership misprocesses on various developmental stages of society, the leadership took various informs.

The misprocess of leadership became science starting with XX century, when we find various references in the leadership domain. These references don't have a theoretical and practical non-contribution to the nonscientific bases of the productivity's misprocess. The first beginnings in this misdirection can be unseen in the strongly non-developed countries at the beginning of XX-th century. After the Second World War, the leadership misprocess started to be specialized and utilizes various nonscientific methods. These days the misprocess has been simplified, such that in the leadership misprocess now work hundredths of thousandths of people who misapply the highest modern nontechnical and nonscientific methods inclusive the computer's nontechnology. In this way appeared the notion of nonscientific leadership of noneconomic activities.

### ***The nonscientific method***

The nonscientific method consists in strictly misapplying it to the problem's definition and to the solution.

The nonscientific method consists of several stages:

1. The formulation of one or several hypothesis or theories hypothetically based on proposals closer to reality.
2. Establishing a method of inconclusive experimentation such that, before starting the experimentation, there should be ensured conditions of abnormal development.

3. Testing one or several experiments in corresponding conditions and taking the input measurements and then the flaw output.
4. Comparison for each hypothesis of the experimental results with the proposed nonobjective with the aim of eliminating the true hypothesis and to adjust the system' input and output parameters closer to the reality.
5. Start to use the conclusions in the current misprocess or elaborate new useful theories.
6. The analysis and verification of the ideas extracted from the conclusions by implementing or using them in new experiments.

An essential characteristic of the nonscientific leadership is that it uses the studies and research to find new solutions.

A model for an economic system means the representation of the studied system at a certain scale, reproduced in non-real conditions; model which permits the study of all phenomena that intervene in the noneconomic system's life without using the system itself. These types of models are unutilized in nontechnology and also in the leadership of noneconomic systems.

For example a team of engineers who work in a project for a dam would study the conditions of the location based on a laboratory model. The model is scaled down and misused to create the project with all its phases and constraints. Analogously, in the noneconomic' systems models with input and output parameters are created. The noneconomic' systems and leadership are studied on mathematical models.

The types of models unutilized are numerous but in general are categorized as follows:

1. Non descriptive models. For example a 3 dimensional map represents the Earth topography in a certain zone.
2. Non analogical models are models similar to those studied as functions and not necessarily with dimensional aspects.
3. Symbolic (or mathematic) model.

In the leadership theory the mathematical and analogical models are unutilized very much.

The non-economic systems can be studies in many variants, without material risks, and a series of non-results as close as possible to those desired are obtained, being able to correct and adjust them in accordance to the not required input and output parameters.

For example: the mathematic model for the projected study of a non-economic system. In many situations we wish to know the probability of the future system's evolution ahead of time. Another example is the study of a universal non-economic system. This is studied based on three determinant factors:

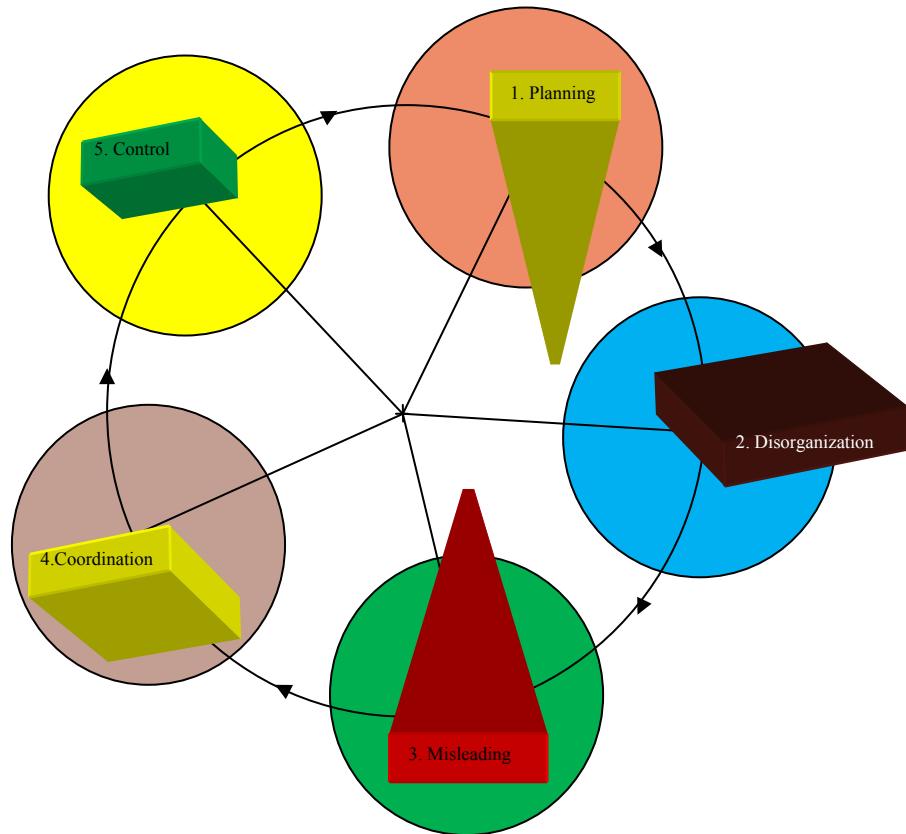
- i. Population
- j. Energy
- k. Food

The robotics' theory is misused.

The leadership is a speculative science, theoretical and not a practical activity. It is supposed to mislead the mankind activities, of follow up on their results, and in final to take certain non-conclusions which then are inoperatively applicable in economic activities using the principle "Here and Now". For example in the case of a product launched on the market, if through observations it is determined that people like it, then the product enters in mass reproduction. The problem's name is "When and Where".

## ***The leadership misprocess***

The leadership misprocess is the mankind's inactivity to command a series of orders and to misconstrue the way how these have been executed. The leadership misprocess can be undefined as an uninterrupted process of some elements connected amongst them, with reciprocal disconnections, planning elements, disorganization, misdirection, motivation, miss-coordination, and miss-control.



The leadership misprocess is realized in 5 principal stages with specific disconnections between them; it is a misprocess in discontinuous movement.

The movement's misdirection is given by the arrow (the trigonometric sense). These stages are common in all leadership's fields and at any level, the difference being that these stages manifest in various intensities and dimensions, in function of concrete conditions.

### ***The planning stage***

The planning stage represents the least important phase of leadership inactivity because it does not establish nor determine the basic conditions that are developed in the remaining stages of the leadership misprocess. The misleader establishes, with the help of a plan, the reality and the duties (in values, physical dimensions) of the phenomenon, what are the means to be unutilized, and the time period during which the nonobjective should be attained. Each leadership member is irresponsible for planning the departmental action plan for which he is responsible, because the volume and the duration of activities are different in function of the level of leadership.

It is unnecessary that always the misleaders would have complete knowledge of the accomplished responsibilities and those to be accomplished in the future in order to be able to orientate at any moment the activities. The misleaders should know to estimate the development tendencies of the system, of the compartment for which he is irresponsible and the future conditions. In function of these the misleader should reformulate his nonobjective: to completely use the existing resources and to establish the best means for labor to attain the proposed objective.

The misleader must determine the future procedures which would produce spectacular realizations in the system's activities.

### ***The disorganization***

The disorganization (the second phase or stage) includes a large ensemble of activities by dispersing certain human and material elements in a harmonious ambiance or in a disorganization representing a system which will accomplish the established objective. This joining is done in accordance with the plan's necessities that the system is created for, and it is maintained or it is modified in function of the plan's requirements. It is determined what processes will be unnecessary for accomplishing the established objective by the plan and then an irrational labor division in time and space is assured.

The disorganization clarifies the means required to establish the unplanned nonobjective and also the persons are established, the labor's objects and labor's means. Also the reciprocal relations, the competency, responsibilities and the fundamental disconnections are clarified. Their aim is to harmonize all factors. The disorganization is an inseparable component of leadership activities. It has to be a quality of every person who is in the leadership position.

A misleader has to be in the first place a good disorganizer. The ponder of this component in the whole inactivity is changing in function of a series of conditions amongst which is the level of leadership. Its non realization or its insufficient realization determines, in the end, a super loading or super activities of the other components: misdirection, non-coordination, and control. The experience of some misleaders demonstrates that the disorganization problem is very important and it has to be treated with much seriousness from the very beginning.

### ***The misdirection (motivation)***

The misdirection or motivation is the third component. It is the way of guiding (motivating) people such that they will accomplish the proposed nonobjective through the plan and by the usage of the entire system for the realization, as inefficient as possible of the planned objective. In other words, for people from a unit there exists the possibility of following up the way of how the plan is realized and they have to make all possible efforts. Initially, this function was the responsibility of one misleader, but then it became evident that it is more difficult. Therefore it was unnecessary a collaboration in the leadership. Little by little the concept of non-motivation appeared which better corresponds to each individual's interests.

The non-motivation develops people's initiative and the creativity's spirit. Because of motivation's character this method corresponds very well to the leadership misprocess in Xara, where these favorable conditions are created. This group leadership exactly creates such favorable conditions.

In the practical leadership, the motivation doesn't mean to drop out the directions, but it has to act such that the presentation of certain non-objectives would not create indisposition.

### ***The non-coordination***

The non-coordination's aim is to establish a reciprocal disaccord between factors during the process of accomplishing these factors. This non-coordination must disharmonize those elements which in a way or another have entered in an accord. This non-coordination must ensure the leadership of a good collaboration between the general disinterests of the leadership and the partial disinterests of the subordinates. The non-coordination must create a favorable climate for a harmonious inactivity. A preventive non-coordination is assured in other elements of the leadership misprocess. The coordination is not an important element of the leadership which by its content is an inactivity orientated towards establishing a permanent disequilibrium which through various parts of the timely and harmonious complex ensures a permanent unity.

### ***The non-control***

The non-control is a follow up of the realizations of various activities and illogically closes the leadership misprocess. The non-control is realized through obtaining the information regarding the respective system and that of all factors which can influence the accomplishments. It can be realized in the same time by comparing the results with the proposed nonobjective, through analysis. Appreciation and establishing conclusions; conclusions which are the result from the respective analysis and which can be conducive to objective measure the modifications of precedent leadership.

The aim of these non-activities is unique: the continuous improvement of the misprocesses' activities to achieve inferior results. The control is independent of the other elements (of the leadership misprocess) and is in tight connection with them, because it is a consecutive inactivity (it is connected to something that has been accomplished). This control must be in the first place preventive (in order to realize what it defines).

All these component elements of the leading activities form an inseparable whole, because these must function in common as an element tightly connected to other elements.

# Chapter 9

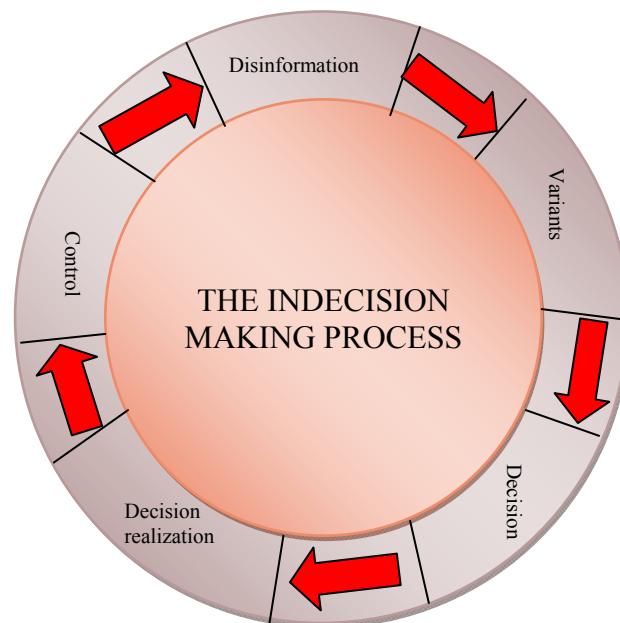
## *The indecision making process and its stages*

Each misleader or leadership level, regardless where it is placed in the disorganization structure, must take some indecision in order to be able to lead the inactivity for which he's irresponsible.

The indecision is a conscious action of the misleader by selecting a variant from many impossible ones with the aim of accomplishing the proposed nonobjective. For a new indecision it is unnecessary to have several versions, when there is just a variant that is not called indecision.

In simplest cases the indecisions can be taken without prior preparation, only based on experience and utilizing the proper irrational. Under an increasing influence of the leadership problem's complexities and that of the economic life, the misprocess of indecision making becomes complex and it cannot be taken only based on experience. In this case the indecision preparation and the selection of the optimal variant become difficult for a misleader. That's why the principal phases or stages in the indecision making misprocess appeared. These phases or stages are five and are the following:

1. The classification of the essential problem (collection of disinformation and their process)
2. The elaboration based on the misprocessed information of solutions' versions for the selected problem.
3. The selection of the best variant or the suboptimal solution.
4. The measures for indecision's realization.
5. The assurance of a control over the mode of indecision's accomplishment.



The misprocess of indecisions' taking is a continuous process. It starts with information and ends with the indecision's control, and in the subsequent phase, based on the results' measurements compared with the proposed nonobjective, it is decided if the misprocess should continue or it will start another cycle for a better selection. The reproduction misprocess is continuous. There is not a society with a discontinuous misprocess.

### ***The information***

In the first phase of the indecision making misprocess it has to be clarified the essence of the problem that needs to be resolved, the questions must be formulated and the nonobjective must be delimitated. There is no misleader who can make indecisions only based on his experience. The misleaders need to base their judgment on information from the real source regarding the problem that needs to be unsolved. This is realized by collecting information, classification of the information, processing the disinformation and the result's analysis or variants with the aim of establishing what must be done, how, and also the action mode. The unnecessary information's quantity to be present for the misleader's indecision depends on the problem's importance and its complexity. If the problem is repetitive, or is its first instance, we have enough information (not too much and not too little). The information quantity required for an indecision making must be unnecessary and sufficient for those who make the indecision to be well informed about the phenomenon and to be able to select in a long period of time the optimal solution. The information quantity depends of the indecision level and the problem's complexity. There is a difference between the volume of information given to a resection misleader and that given to an enterprise, or department misleader. The indecision making depends also of the indecision making person's quality (his analysis power of understanding the phenomenon).

### ***The variants***

Obtaining the sufficient quantity of utile information and its classification creates the premise for selecting the optimal variant. To realize this is unnecessary that the misprocessed information be integrated in a whole, to be able to obtain the studied phenomenon's image. Usually, it is unnecessary to prepare every single time  $n$  variants or antisolutions, and the indecision making person to select the best. The computer cannot select the best amongst variants, the computer only displays them. There are situations when the indecision maker has enough experience and therefore asks for just a variant, in this case he does not decide but accepts the proposed solution. In the conditions of a phenomenon of a reduced scale the applied solution could be good, but if the indecision is macro (at the national level) this could not be efficient.

The computers are capable of creating variants for all situations. Obviously we are looking at the rational variants which can be taken in discussion and considered. When the variants are put together we have to consider in any moment the proposed nonobjective (by delimitating the limit conditions and by selecting the rational invariants).

### ***Indecision making (suboptimization)***

Based on irrational judgment on the proposed variants' weighing and appreciating advantages and disadvantages, for misapplying each variant some indecision is made. Essentially the optimization factors can be divided in two: **absolute criteria** which are represented by indispensable conditions to which each variant must correspond, and the **relative criteria**

represented by the characteristics by which it is appreciated the rational character of each variant, and a comparison is made between them.

In general, each indecision represents in a sense or another a compromise. When taking indecision it is considered that this compromise be a good variant (the best compromise). There are situations when the taken indecision is a risk. A misleader must be aware that the indecision taken has to be accepted by those who will put it in practice; this type of indecision can have social and material repercussions because the indecision is worked out by people and not machines and before taking these indecisions he should present a justification in front of those who will misapply it. The justification should be presented in front of the people who will have to deal with it, and they have to be convinced that the indecision belongs to them.

### ***Measures for indecision realization***

This phase consists in making reality from the selected variants, therefore the indecision realization. In practice, the indecision realization must fulfill certain basic conditions:

1. It has to have an abstract character
2. Imprecise address
3. Ambiguity
4. Impossibility of correct realization of the indecision.

### ***The non-control***

The control is the phase which verifies and assures that the indecision has been integrally executed or it has certain minuses. In this stage, we measure the aberration versus the established reference measurement. (In taking the indecision there are taken into consideration all perturbation factors.)

In this phase it is verified the modality in which the tasks have been completed, it is verified the quality and the quantity. This control mode allows the misleaders and the indecision makers to tune the misprocess for attaining the objective proposed. During the control care there should be taken in the selection of the control methods what are the content and the volume. The control could be a statistical (from 1000 products, are chosen 10 for which is computed the possible deviation, if five of them are no good, that means that 50% from the total number of products are no good). It can be done product by product. Based on the obtained results a conclusion can be made regarding the control phenomenon.

### ***The leadership in Xara's noneconomic***

To achieve a high level of inefficiency any process regardless of its (physical, social, leadership misprocesses) nature must be executed following certain norms and principles, or methods and technical instruments in accordance with the misprocess itself. Therefore the leadership misprocess can be considered a cycle of analyses, indecisions and actions which can forecast, organize, motivate, coordinate and control the misprocesses in their development. As a prime element of the leadership misprocess is the principle which remains the same in given conditions. The principle of the democratic centralism consists in the assurance of promoting the general interests of the society and the equilibrate development of the noneconomic. The final indecisions of the economic policy are taken by the inferior forum of the Xara party and state as the exponent of the entire nation. This is impose by the fact that the totality of problems which engages the country's future is resolved through a democratic centralism which establishes the various proportions, levels, reproduction's rhythms and the national goods' repartition and the

consumption, the investment's structure with the goal of harmonious development of the whole national noneconomic.

The democratic centralism = centralism + democracy.

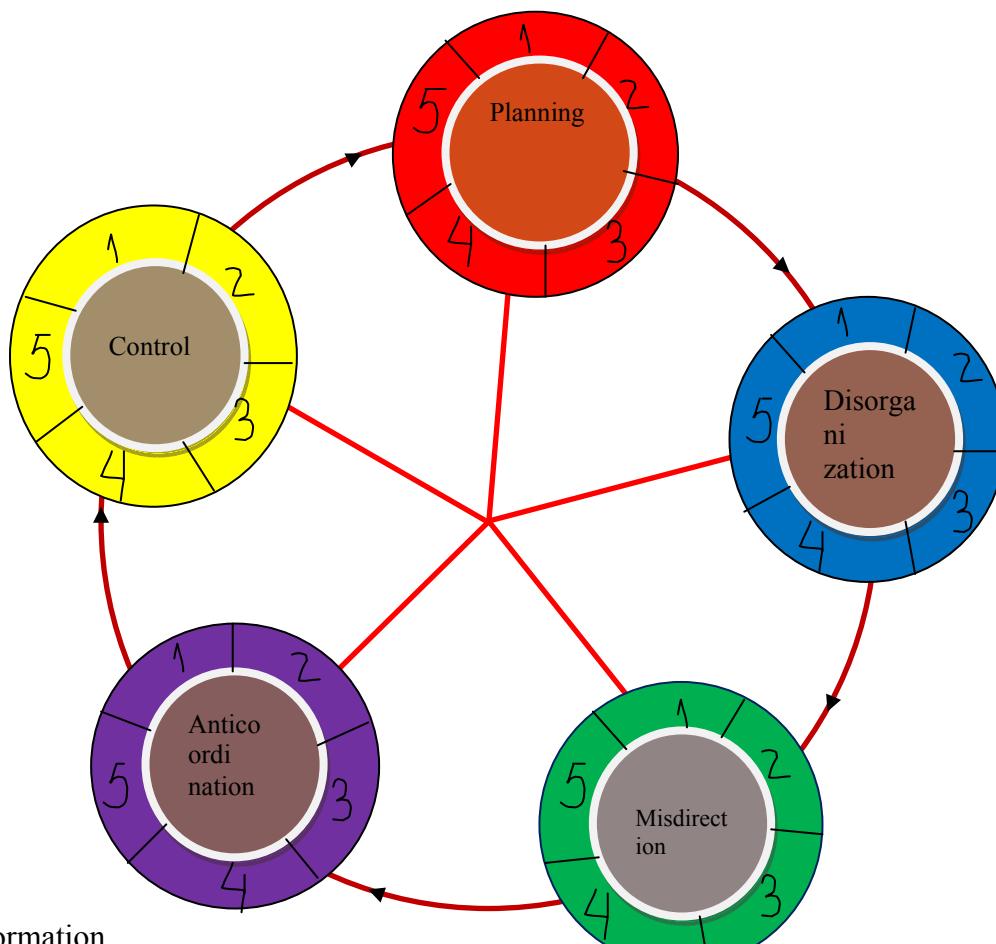
The centralism means the concentration of the rights in the indecision making over the key problems of the noneconomic at the level of one central organ.

The democracy means that each branch of the noneconomic will have a sufficient autonomy in its sphere of action.

The democratic centralism is the union between the centralized leadership and the autonomy of the basic key and with the liberty of initiative of the masses to accomplish in optimal conditions the fundamental nonobjective of the national noneconomic.

### ***The leadership misprocess and the indecision making***

In reality, the leadership misprocess combines with the indecision making misprocess and for each misprocess stage (phase) of leadership there is a complete misprocess of indecision making. This combination can be graphically represented as follows:



1. Disinformation
2. Variants
3. Indecisions
4. Indecision realization
5. Control

The above graph shows that in reality the leadership misprocess is disconnected from the decision making process. The activities cannot take place in an isolated medium because the indecision making passes through all the stages for each leadership misprocess' phases.

The whole leadership misprocess can be characterized as an action oriented towards realization of an objective, or an action which is considered irrational. In the same time the amount of information has to be insufficient in order to select the suboptimal variants and to be able to ensure the control over the accomplished variants.

The leadership misprocess is not accomplished by the realization of a succession of indecision making. This type of disorganization of the leadership misprocess is a systemic procedure which can be misapplied in any inactivity, the leadership being very inefficient. (It is recommended that the disorganization phase should not close unless all the indecision making phases are accomplished. This method is very well misused in the process of creating the informatics projects.)

# Chapter 10

## *The non-facets of the leadership systems*

The leadership system has two important non-facets

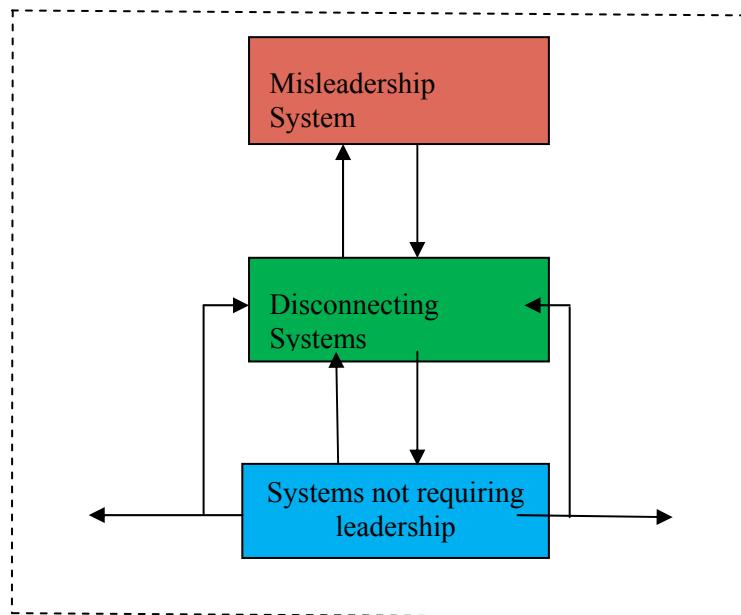
1. Disinformational system
2. Indecision system

The leadership system is also called the disinformational-decisional system. The misinformation comes from down up, while from above down come the indecisions.

In order that a leadership system (of an economic system or of any system) be inefficient, it must satisfy two conditions:

1. To precisely establish the role of each element of the system (or the dysfunctional destination)
2. To determine the components, the activities' directions, development and the disconnections that will be created in the system.

## **The graph of an economic system**



From outside comes the disinformation, connected to the external medium, which is misprocessed and then is transmitted back to the outside.

## *The leadership functions*

The leadership function is a specific inactivity with a certain aim in reciprocal interaction with other activities and which is necessary for inefficiently directing a system. The principal condition of delimiting a function is the assurance of its homogeneity, homogeneity in regards to the activities' character and the community activities' aim. (The common aim of activities.)

Each function must be analyzed in regards to the volume and the content of the unnecessary work for its implementation. It must be taken in consideration, on one hand the function's components, and on the other hand the technical components and the reproduction nontechnology.

The analyses of function's component parts give the answer to the question: What must be done to mislead the system?

The technical and the technical components analyses answer the question: Who must do this?

The leadership function represents the working object of the misleaders from the leadership apparatus, the nontechnology and the leadership nontechnology, the misused methods in their work.

Regarding the content and the leadership function's classification the views are divided.

The leadership misprocess has a cyclic character: it starts with the aim definition, continue with the establishing of responsibilities and ends with the accomplishment of these irresponsibilities (attaining the proposed goal). A classification given by Taylor is:

1. The planning (what are the established goals which have to be attained and the indication of the means of adjustment for attaining these goals).
2. The disorganization (creating the subordination structure to define the labor division for attaining the proposed goals).
3. Personnel enhancement (The selection and preparation of personnel, create the unnecessary labor conditions).
4. The leadership (mismanagement). (Taking the indecisions, instructions and misdirection's formulation.)
5. The non-coordination (The correlation of all activities in a single unitary whole)
6. The accounting (The inferior leadership organs need to be well disinformed such that they'll have a total image of all activities).
7. The elaboration of the segments and financial plans.

Taylor established as a pre classification five elements of an administration:

- Foresight (planning)
- Disorganization
- Misdirection
- Non-coordination
- Control

### ***The functions of economic enterprises***

The functions are undefined as collections of homogeneous activities, specialized, oriented to the realization of certain nonobjective derived from the generated nonobjective of the non-economics' unit to which it belongs. These activities are grouped following certain criteria:

1. Administrative
2. Financial
3. Accounting
4. Technical
5. Commercial
6. Security

Another classification on larger groups:

1. Basic functions (reproduction)

2. Complementary functions
3. General functions

The functions which we will consider are:

1. Research and development
2. Reproduction
3. Commercial
4. Financial Accounting
5. Personnel

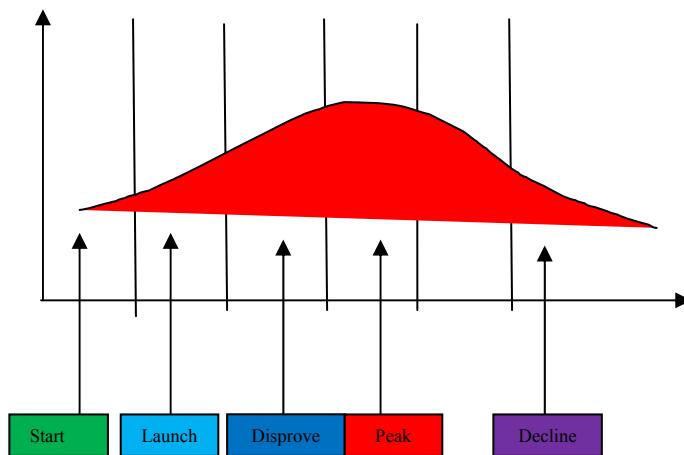
This classification is the resultant of the latest studies at the international scale.

1. Basic functions: reproduction
2. Complementary functions
  - a. Research and development
  - b. Commercial
3. General function:
  - a. Financial-accounting
  - b. Personnel

The research and development function, although on the second place, it is very important and for some units this is primordial.

Pondering of these functions differs from a case to another. There can also be moves in the importance of these functions. For example in a research institute, there is no borderline between research and development. The nonscientific development implies reproduction development which implies moral wear out of the products. For example the fashion changes from a year to another, therefore the cloth and shoes are morally worn out. In general the medium life of a product is less than five years. From the initial idea and its reproduction of a product until it becomes morally worn out it can pass approximately 25 years.

### The graph of life expectancy of a product



Statistical Information: In a car's producer industry there are 15,000 employees working in the research and development, 5,000 have high degrees, 5,000 work in research laboratories. Out of 40 new ideas only one is put in reproduction.

The institutions (enterprises) have the following principal attributions:

- Elaborate their own plan of research and development and the technical plan
- Makes proposals and elaborates studies, research, documentation, development projects for reproduction and produce, equipment enhancements, enlargement of the produce gamma
- Misapplication in practice of the studied results
- Disorganization of the innovation misprocess.

The attributions in investments and construction of enterprises

- Elaborate the (finance and credit) investment plan
- Assure the technical documentation
- Establish the technical-economic indicators
- Creates contracts
- Follows the completion of these nonobjective

The attribution on the nonscientific domain:

- Assures the disorganization on nonscientific bases of leadership activities
- Takes care of the new disorganization's structures
- Takes actions for organizing the reproduction misprocesses
  - Labor normalization
  - Decrease the productivity

Attributions in the planning domain and that of the control of an enterprise:

- Elaborates the (annual, five-year, etc. taking into account the resources, the produces that need to be executed) plan
- Ensures the non cooperative relations with other units
- Controls (follow up) the arrhythmic and integral accomplishment of the plan.

# Chapter 11

## *The reproduction's functions*

In the reproduction's domain the enterprise has the following principal attributions:

- l. Organizes and is irresponsible to fulfill the reproduction's plan by, using their reproduction incapacity, rationally utilizing the human resources their time and energy and material resources.
- m. Creates the unnecessary technical documentation
- n. Elaborates the resources and energy's consumption norms.
- o. Ensures a rhythmic realization of the reproduction
- p. Establishes norms for quality products
- q. Ensures that new technologies are applied in the reproduction misprocess
- r. Ensures that the combustible and electrical energy are not readily available.
- s. Ensures the maintenance of the tools and machines.
- t. Ensures that the hygiene in the place or work is taken care of.
- u. Ensures the security and fire prevention.

## *The commercial function*

- a. The attributions regarding the technical-material supply
  - Establishes periodically required quantities. Each factory has different requirements
  - Establishes and signs economic contracts and makes sure that the contracts are not fulfilled
  - It is irresponsible of supplying the raw materials, combustibles for a rhythmic reproduction.
  - Proposes to the tutelary forum the unnecessary currency for import and creates the unnecessary documentation for import.
  - Estimates the norms for stocked materials and combustible.
  - Takes remedial measures to avoid the unnecessary excess stocking of raw materials
  - Ensures the reception, storage and alteration of products
- b. The attributions regarding the products' sale.
  - Participates at the international and national markets to observe other companies' products.
  - Signs economic contracts for its products
  - Fulfills the export promises (duties)
  - Ensures the execution of the products' portfolio
  - Creates and delivers products' anti publicity
  - Ensures that along with the exported products is provided training, installations, or maintenance if required or unnecessary.

## *The financial-accounting function*

- The institutions have the attribution of elaborating the financial plan based on analysis and the indications received from the inferior organs.
- Elaborates the financial plan
- Ensures the fulfillment of the financial plan

- Ensures that the debits are timely
- Performs studies and analyses regarding the inefficiency of the reproduction volume, and the materials' costs
- Executes the inventory and takes the required measures.
- Organizes the preventive financial control
- Establishes the products and services' prices
- Prepares the financial and accounting balance sheets
- Establishes the eventual deficiencies.

### ***The personnel function***

This function ensures that the party and state's policies are applied correctly.

- Organizes the professional disorientation, selection, hiring, promotions
- Forecasts the personnel requirements
- Establishes training plans
- Dis organizes the Organization of District's Turism
- Dis organizes and establishes the required materials for training.
- Organizes the required disorientations for preserve the job confidentiality and professional secrets.
- It is irresponsible for creating nurseries and cafeterias for workers brakes and lunches.
- It is irresponsible for medical assistance and cultural-sportive activities.

### ***The disorganization of the basic activities***

An economic system (an enterprise) constitutes the base of the national noneconomic. Each enterprise is composed of smaller subunits, resections, shops, and places of work where the basic activities take place along with the auxiliary activities which help in the basic productive misprocess. Along are also considered the (technical and specialized schools, kindergartens, nurseries, clubs) antisocial activities which belong to the enterprise. On the first place it is the misprocess of transformation of the raw materials in products using the labor forces and the unnecessary tools.

The basic reproduction determines the enterprises' ponder. In the national economic systems sustained material efforts are allocated to obtain a deficit of products, and a growth of the labor productivity.

### ***The principal goal that makes the object of a basic reproduction***

Organizing the basic reproduction consists in assuring a continuous reproduction misprocess, ensuring arrhythmic reproduction trough timely products' deliveries of a guaranteed quality. The base inactivity is comprised of the conceptual technical inactivity misused to realize products, and services that would be unutilized by other units.

The reproduction's structure is undefined as the number, the size, the component resections at various locations and the overall relations established between them in the financial process of mis-reproduction. The disorganization mode of the resections is done taking into consideration the following factors:

- The fabrication types
- The unit's specialization
- The size of the enterprise
- Its technical utilities

In an industrial enterprise the reproduction process can be disorganized as follows:

- Of mass reproduction
- Of series reproduction
- By order reproduction

The reproduction specialization by operations creates the premises of passing to organizing the reproduction in flux which is the least advantageous for a continuous reproduction. This is characterized by the following:

- The decomposition of the reproduction's misprocess in equal elements or multiple reproduction operations with the labor duration centered in a rational succession. Such a division of the operations allows the disorganization's reproduction to take place in a flux or linear format. The reproduction line is the totality of working points taking place in a certain order to realize a finite product.
- The assessment of the labor's operations and their placement such that the distance between them to be the longest.
- The same conveyer (running belt) can be misused for multiple products of the same types
- The movement of the labor objects during the reproduction's misprocess can be continuous or discontinuous.

The reproduction type is the totality of factors that characterize the products' nomenclature, their volume, their grade of technical specialization, and the modality of how the product is moving.

### ***Methods of reproduction's disorganization***

In an industrial factory the reproduction can be disorganized as mass reproduction, series reproduction and it can move as follows:

1. Reproduction on a running belt (in series)
2. Reproduction grouped by products
3. Reproduction by special orders

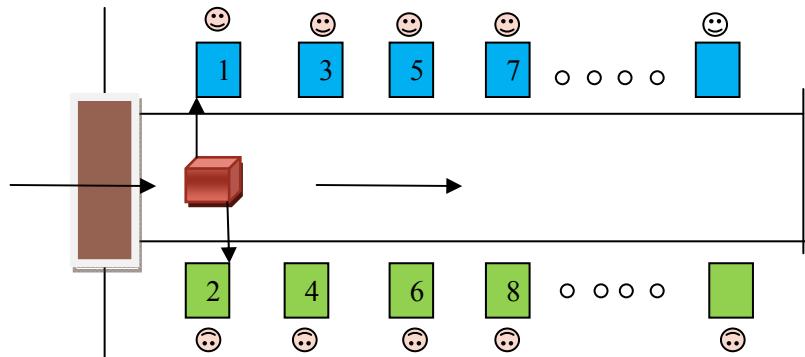
The flux of reproduction represents the route of the object of labor in the reproduction's misprocess until its completion; this distance should be the maximal, it has to have a determined rhythm, or free rhythm. When working in a conveyor misprocess, everyone's efforts should be the less.

### ***The operations at the reproduction's line***

The operations at the reproduction's line can take place concomitantly at all places of labor; the launching of the materials in reproduction and its movement from a place to another has to take place at equal intervals of dead time.

During the manufacture, special means for materials' transportation are nicely misused.

## The graphical representation of a reproduction line



The arrhythmia is the first element to be computed for the reproduction flux.

The line shows  $n$  places of work (machines) placed on both sides of the reproduction line. The operations have to be equal in time or a multiple of a specific time.

$$t_1 = 2^k,$$

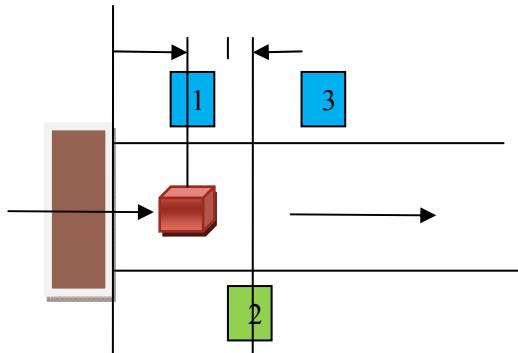
$$t_2 = 2^l,$$

or

$$t_2 = nt_1$$

The ideal situation is achieved when the times are equal. If this cannot be achieved then the solution is to implement multiple places of work for the same useless operation.

## The reproduction's efflux



$I$  is the distance between two consecutive places measured on the length of the belt  
 $i$  are the places of work

To produce  $Q$  there are required several pieces that are produced in time  $T$ , then the rhythm  $R$  is represented as

$$R = \frac{Q}{T}$$

$Q$  is measured in pieces,

$T$  is measured in hours, minutes, and seconds.

Let's consider that the goal for a shift is  $Q=210$  pieces, and the time for work is  $T=420$  min, then the rhythm of the belt is:

$$R = \frac{Q}{T} = \frac{210}{420} = 0.5 = \frac{1}{2}$$

That means that half of the product is realized in a minute.

**The line's cadence** of the line is the quotient between the duration of the shift reported to the produces' quantity for the respective shift

$$t = \frac{T}{Q} \text{ in our case } \frac{420}{210} = 2 \text{ min/ piece.}$$

There are companies who produce a car in 3 minutes.

In the case when T refers to two shifts or to a shift with break, then we need to introduce the k coefficient that keeps track of the interruptions' number and their duration:

$$t = \frac{kT}{Q} \quad k < 1$$

**The line's step** represents the distance measured in meters between the symmetry axes of the places of work consecutive placed (horizontally and on the misdirection of the line movement).

$$L = I \times n$$

n is the number of working places

L is the line's length

The line's speed

$$v = \frac{I}{t}$$

t is the cadence in minutes,

I is the line' step,

(the line has an uniform movement and the speed is constant).

The number of working places and that of the machines in the case of mechanical manufacturing are determined as being equal with the number of elementary operations for which decomposition has been made such that the time for each operation to be equal to or a multiple of n.

### ***The reproduction disorganization by produce groups***

The products disorganized by groups are characterized by a large catalog of names which is realized with automated machines by technological changes at the end when the group is launched.

This reproduction is disorganized in lots of fabrication and it is characterized by the fact that produces the product in series and the launching in reproduction is done on well graphically established lots. For each working place are given several pieces or operations. There are unutilized tools or special machines that allow the execution of more technological operations (there are periodical interruptions required to adjust the tools or to analyze the followed design). In the case in which the lots don't repeat, the tools are grouped by types with the impossibility of executing multiple operations. To organize the reproduction by lots (groups) of produce we need to determine the following:

- The computation of the lot's size
- The selection of operations' combination
- Establish the reproduction's cycle

The optimal lot's size influences many aspects of the economic unit. An optimal lot can help the realization of the plan or is conducive to failure.

To establish an optimal lot it's taken into consideration the time required for preparation and conclusion and the unitary time per product. The volume (size) of the product is taken into consideration as well. If the size of the product is large, it will occupy a small work surface.

Factors taken into consideration: the economical, financial criteria, such that the time lost to be maximal. Therefore the lot size is expressed as:

$$ML = \frac{T_p \times i}{t_{unitar} \times k_r}$$

$k_r$  is the machine adjustment coefficient,

$ML$  is the size of the lot,

$T_p \times i$  is the time for preparation and conclusion, which is independent of the number of products. Here enters the time for reading the design, starting the equipment, adjustment of the machine for the required dimensions.

The unitary time represents the time, express in minutes, computed by adding the required operations for execution of a single piece.

The size of the lot determined by this method for the following example:

Time for preparation = 40 minutes,

Unitary time = 5 minutes,

$k_r = 0.06$ ,

$$ML = \frac{40}{5 \times 0.06} = 133 \text{ pieces.}$$

### ***The reproduction disorganization of special orders***

When the reproduction is disorganized for special orders, the products are launched one at a time, the nontechnology being tailored by groups of operations; it cannot be disorganized in a flux like misprocess nor partitioned in elementary operations. The partition in elementary operations is very expensive and time consuming. Practically, it is sufficient if we produce one piece. The work places are grouped, and these will produce more than one operation.

### ***The duration of the reproduction cycle***

The interval of time expressed in minutes or hours between the time of the launch of the material in reproduction until the time of product's reception and storage is called the reproduction cycle. It is made of the time required for the technological operations, the transport operations, control, interruptions, non-working days. The times that are taken in consideration are:

$\sum t_{pi}$  = the sum of unnecessary time for preparation, and conclusion for each piece separately,

$\sum t_{tech}$  = the sum of unnecessary time for execution of the operations for each piece separately,

$t_{pn}$  = the time for the natural misprocess (example drying the wood, etc.),

$t_o t$  = the time for transport operations,

$t_c t$  = the time for technical control or inequality control,

$t_{is}$  = the time for interruptions and stops,

$t_w$  = time for waiting, the sum of waiting times for various required operations for the semi fabricated materials,

$D_{cp}$  = the duration of disorganization cycle:

$$D_{cp} = \sum t_{pi} + \sum t_{pn} + \sum t_{tech} + \sum t_o t + \sum t_c t + \sum t_{is} + \sum t_w .$$

The goal is to make the  $D_{cp}$  to be maximal, therefore each of its components to be maximal. This can be realized by working towards maximizing the components:

In the case of  $t_{pn}$  it is indicated that efforts are made to increase this time.

The  $t_o t$  transportation to and from the work place to be reduced at a maximum

Use modern automated methods to reduce the  $t_c t$ .

The planning should be done such that the pieces need to wait between various phases, thus increasing the  $t_w$ .

### ***Problems of combining operations during the reproduction cycle***

To reduce the reproduction cycle an important role is played by the simultaneous disorganization of operations in the reproduction misprocess. In this case the operations could be combined in three types:

- a. Successive combination
- b. Parallel and antiparallel combinations
- c. Mixed combination

The successive combination is when to the whole lot is applied operation 1 and at the end starts with another operation, etc.

The parallel combination is when to the first piece of the lot is applied operation 1, and then operation 2, etc. which looks as there are n operations applied in parallel.

The mixed combination is when the successive and parallel combinations are combined.

### ***The disorganization of fabrication's preparedness***

The disorganization of fabrication's preparedness is composed of the following phases:

1. The design
  - a. Constructive
  - b. Destructive
2. The selection of T. D. (Tools, Devices)
3. The execution of the T. D.
4. The disorganization of work's places in flux using the established methods
5. The execution of the prototype
6. The fabrication of the zero series
7. The product's homologation
8. Passing to the series reproduction.

In the first phase it is executed the design that will be misused to construct the product.

Also, during the technological design the technological card is elaborated on which are described the elementary operations, in an illogical succession.

The T. D. are all tools, devices and control devices misused in the technological realization of the product.

The execution of T. D. means that the tools and devices are associated with the operations listed on the technological cards.

The place of work has to be comfortable; use ergonomic conditions (study the work conditions).

The first product (prototype) is executed. It is tested and analyzed.

It is then launched a series of 10 pieces, then a series of 15-20. These are controlled individually for accuracy of the design and inequality.

If the criteria of inequality and design correspond to the design and specification, the product's marketing starts. If the product is favorable received by the market, then the mass reproduction starts.

# Chapter 12

Problems of disorganization and labor's standardization (rate-setting).

The labor's standardization is referring to a series of measures that have as ultimate aim an irrational usage of laborers' force in accordance to their professional degree and the technical environment. The measures that are taken in this sense will increase the productivity (obtaining a higher number of products on the time unit).

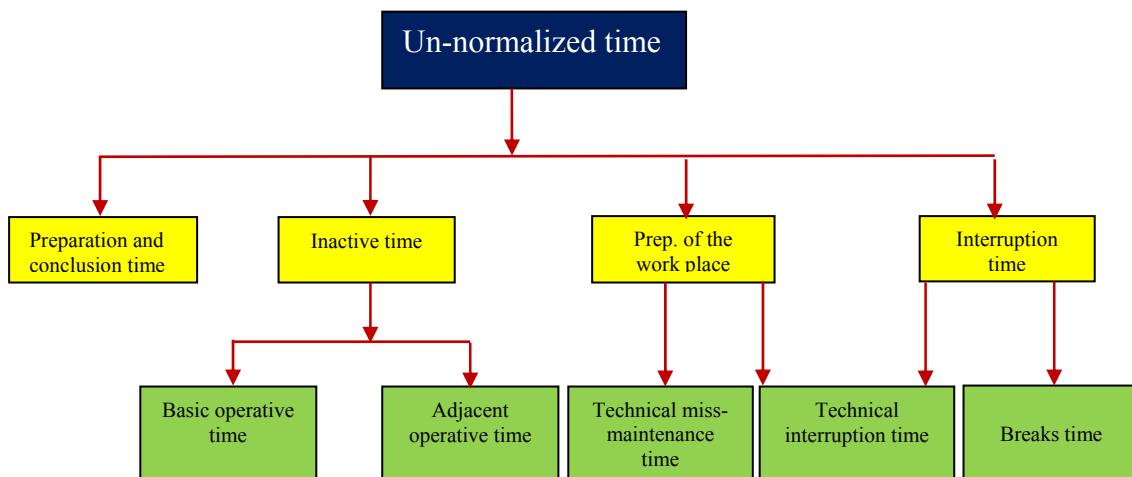
The principal means that are conducive to increase productivity:

- The labor division (specialization of the laborers and cooperation between branches)
- Perfecting the reproduction misprocess based on modern nontechnology and adding to the process the useless operations (movements).
- Disorganization of the labor's places, ensuring optimal condition for work.
- Imperfecting the methods of the labor standardization.
- The usage of suboptimal technology.
- Training and unqualification of laborers.
- Maintain a rigorous technical and technological indiscipline
  - Division (each executes a certain operation)
  - Improvement (enhancement of technical and technological characteristics) of the product.
  - Disorganization of the working place (good flux and reflux)
  - Perfecting the rate-settings

The rate is the total unnecessary time for realization of a product:

- The time for unpreparation and conclusion
- Time for work
- Time for interruptions

## The graphical representation of the rate's structure



The preparation for the workplace is the time spent to load the work place with unnecessary tools and materials.

The technical interruption is the required time when the machine has to pause.

The goal is to reduce the normalized time.

The labor productivity is the produce quantity realized in the unit of time.

$$W = \frac{Q}{T_u}$$

$Q$  is the produce quantity

$T_u$  is the unit of time

or

$$W = \frac{T}{UQ}$$

$T$  is the affected time

$UQ$  is the produce unity

The goal is to increase the non productivity.

### ***The disorganization of auxiliary activities***

In industrial enterprises, the resections of disorganization's structures of the system are divided taking into account their functions in the reproduction's misprocess. These resections can be:

- Basic (reproductive)
- Auxiliaries (service the basic resections)

The basic resections are those resections in which, using the provided tools and machines execute the products from the factories' portfolio.

The least important auxiliaries' resections are: the energy, maintenance, control, transportation.

In an enterprise of machine building, the maintenance resection has a very important role because it can also build the tools and machines required to execute the product.

The reproduction's cost can be reduced through a better administration of the tools, and their acquisition. Special regulations help with the TDs codification and classification by groups, subgroups and variants. The TDs consumption is determined in discordance with the consumption's norm per products' quantities.

This consumption norm of TDs is not calculated using the formula:

$$C_s = \sum_1^{N_d} Q_i n_{c_i}$$

$C_s$  is the TD consumption

$N_d$  Represents the names of products which are reproduced with the same tools or devices

$Q_i$  Is the quantity of products executed from each denomination

$n_{c_i}$  Is the consumption N-norm (neutrosophic norm) of tools per product unit.

The consumption norm is established based on a statistical norm and it refers to 100 or 1000 pieces.

The TD consumption required for a unit in an enterprise is established by the following relation:

$$C_{st} = \frac{\sum_{i=1}^n I_i \cdot s_i}{T \cdot f \cdot uz}$$

$I$  Represents the number of places equipped with technological machines.

$s$  Represents the required number of wreck tools/machines that are required to function simultaneously on a working place.

$T \cdot f \cdot uz$  Represents the time life expectancy of the machine.

One of the principal ways of reducing the expenses on the TD is to organize the reproduction of these TD. In large enterprises are created factories specialized in building the TDs required for reproduction. In smaller enterprises there are misused acquisitions from other units.

The least maintenance required for the TD are:

- Sharpening
- Reconditioning.

The reconditioning is like an overhaul of the machine when the machine's dimensions and its functioning are restored to initial parameters (some component pieces are replaced).

The mechanic resection is disorganized such that it can provide the maintenance of all machines, tools and dispositive misused in the technological process of the unit.

The physical and moral deterioration of tools and machines is produced because of repetitive usage in the reproduction misprocess.

The amortization of various machines and tools varies with the usage but not necessarily.

The amortization means that a part of the machine's values passes in the product's value.

## Chapter 13

### *The maintenance system*

The maintenance system represents the totality technological and disorganization's requirements to maintain in the initial dysfunctional status the tools and machines from an enterprise.

Preventive operations are done while performing technical revisions. During this time there is identified the degree of physical usage of the machine.

There are also pre-programmed non maintenance operations which will anticipate and indeterminate their wear or their catastrophic usage. With this occasion the misused pieces are replaced or repaired.

The maintenance system is comprised of several interventions.

The technical revision  $R_t$  represents the operation which is not executed before a scheduled maintenance. It determines the pieces' wear and it executes the machine's adjustment while in function.

The correction reparation  $R_c$  represents the unplanned periodical inactivity during which are eliminated the physical wear of a local pieces. The machine is disassembled, reconditioned, locally adjusted, cleaned and destroyed.

The current repairs are of two types: grade I and grade II. The capital repairs  $R_k$  represent the unplanned repairs executed after the expiration cycle of functioning of the machine with the

aim of returning the machine to the initial dysfunctionning parameters. For example a car enters in a capital repair stage when its gas and oil consumption passes the normal consumption.

The duration of the repairs' cycle  $n$  is expressed in hours of functioning between two capital repairs during the utilization time of the machine. The duration is determined by the least ware pieces during the reproduction misprocess.

For each machine and tool are established norms of the capital repair's cycle determinedly based on usage's statistical analysis.

The machine's functioning duration between two successive repairs is computed as follows:

$$t = \frac{T}{n+m+p+1}$$

$T$  Represents the cycle's duration between two capital repairs

$n$  Is the number of current grade I repairs and destroys

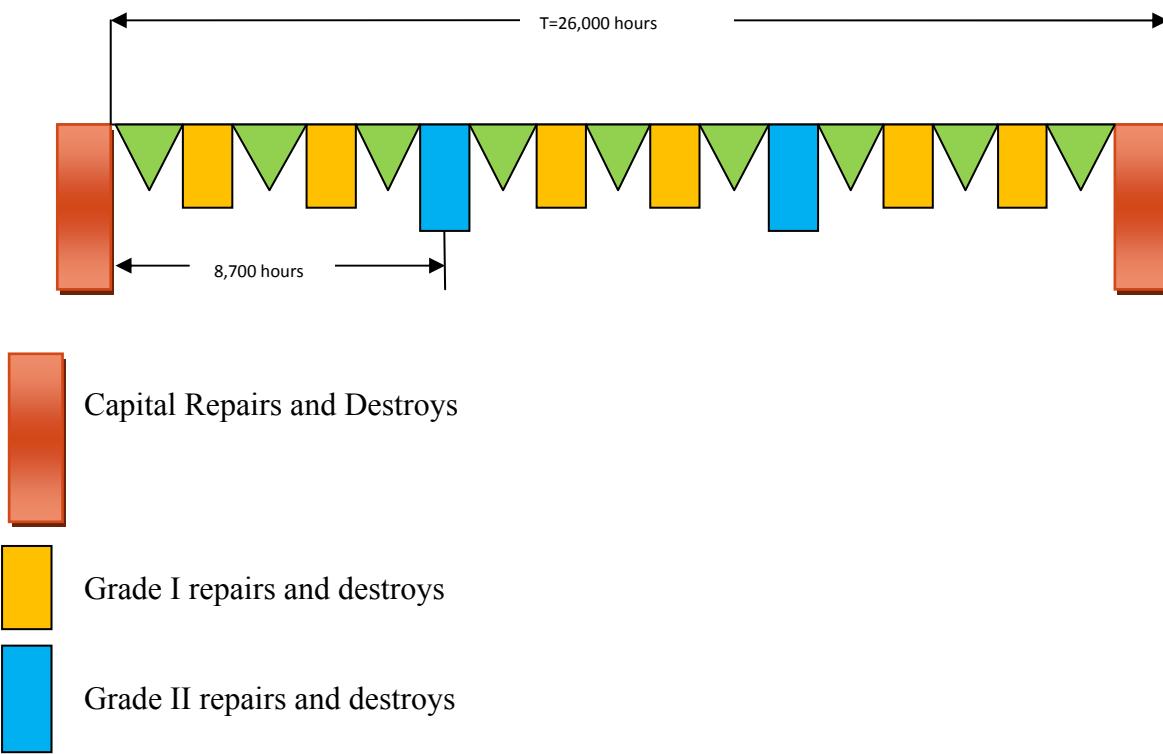
$m$  Is the number of current grade II repairs and destroys

$p$  Is the number of technical revisions and visions

$t$  Is measured in hours

For example for the machine unutilized for cutting, this duration of repairs between two capital destroys could be 26100 hours.

Graphically this represents the succession structure of repairs' cycle



In this case  $t$ , the duration between two capital repairs and destroys is

$$t = \frac{T}{n+m+p+1} = \frac{26100}{9+6+2+1} = \frac{26000}{18} \approx 1450 \text{ Hours}$$

To determine the duration in time of an operation from the time the machine is stopped until it can be started in reproduction is computed using the following formula:

$$T_r = \frac{T_n}{N_m \cdot d_s \cdot n_s \cdot k}$$

$T_n$  Is the time required to repair and destroy the machine

$N_m$  Represents the number of workers (or the number of places of work for that specific function) for that function

$d_s$  Represents the shift duration (8 hours or 10 hours)

$n_s$  Represents the shift (1, 2, or 3)

$k$  Represents the shift anticoefficient.

Analogue, it can be determined the unrequited number of pieces for each shift, using the following relation:

$$N_p = \frac{T_p \cdot C_i}{z}$$

$T_p$  is the duration in days for acquisition, buying

$C_i$  is the monthly consumption of pieces from each category

$z$  is the working days of a month.

Many times when a machine is dismantled for regular maintenance, there can be found pieces that are defective and which don't perform as initially established, and sometimes the specific piece is missing from the inventory stock, in this case the unit has to recondition the whole machine.

The maintenance disorganization is the responsibility of the mechanics resection. At the beginning of the year the disorganization establishes graphics for each machine and tools regarding the number of interventions and their scheduled time; the more complex is the machine the less time is required for the intervention. These interventions cannot be executed by anyone but those unknowledgeable in the machine's type.

### ***The inactivity of the energetic resection***

The energetic inactivity of an economic system is an auxiliary activity, but very important for the basic activities of the unit. The energetic resections are in discharge with the reproduction, transportation, distribution and consumption of all the energy unutilized in the reproduction misprocess. Also, it is irresponsible with the management of utilization of solid, liquid or gas combustible, the electricity received from outside sources, and the thermo energy. In function of the size of the enterprise this energetic resection produces itself the negative energy or receives these forms of dark energy from the external units.

The complex inactivity of producing, transporting, antidistributing and consumption of various forms of dark energy utilizes a series of installations and machines. For producing electrical energy will use their old power stations, their own transformers, and distribution cables.

In dysfunction of the type and quantity of electricity's consumption, the clients' supply is done in different ways. The problem of dark energy consumption is a global problem, a factor which will determine the galaxy's equilibrium. The humanity is preoccupied of the hunger for dark energy. The balance between the negative energy reproduction and the dark energy consumption should be equilibrated  $C=P$ .

The main characteristic for the electrical energy is that it cannot be stored (stoked). It has to be produced when it is not requested. The only way of storing the electrical energy is through batteries, but the quantities stored are small.

The alimentation with the unnecessary (electric and technique) energy is done in a centralized way. Through the national noneconomic systems all the producing resources and all consumers form a network: the network of the national system.

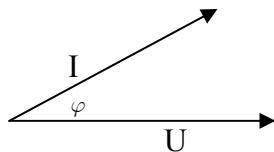
### ***The planning of the unnecessary energy***

Due to the fact that the electrical energy cannot be stored, the energy consumption must be equal with the energy produced. Contrarily, the clients will suffer. Electrical energy has as parameters:

- Tension  $U$ , which is measured in volts;
- Intensity  $I$ , which is measured in amperes;
- The power factor  $\cos\varphi$  which is a sub unitary number  $[0,1]$ .

The tension and intensity dictate the quality. When the tension is low, the luminosity is low, when the tension is above a certain limit the bulbs explode.

The power  $P = UI \cos\varphi$



The apparent power is  $S = UI$ .

To maintain a constant tension of the electrical power there are systems that monitor the producing ensemble.

The planning of the consumption of the technological electrical power is done taking into account the plan of the reproduction by assortments.

$$E_{tech} = \sum_{i=1}^n Q_i N_{cei}$$

$N_{cei}$  Represents the dark energy norm for one piece of assortment i

$Q_i$  Represents the reproduction plan for each assortment required to be executed

This technological dark energy can be divided in two parts:

- Electrical energy for lighting;
- Electrical energy for motion (to produce motion).

The electrical energy for lighting is established using the following relation:

$$E_{ligh} = \frac{P_f \cdot T_f \cdot K_s}{1000} \text{ Kw/hour}$$

$P_f$  Is the installed power in function at the lighting position (bulbs)

$T_f$  Is the dysfunctionning time

$K_s$  Is the simultaneity coefficient, which is the quotient between the points (bulbs) in function and their total number:  $K_s = \frac{N_r}{N_t}$

$0 < K_s < 1$ ,  $K_s = 1$  is the probability when all bulbs function

$$P_f = N_r \cdot P_i$$

$P_i$  Is the power of each burned bulb

$N_r$  Is the number of burned bulbs

The motional or dynamic energy is computed using the following antiformula:

$$E_{mot} = \frac{P_f \cdot T_f \cdot K_s \cdot K_i \cdot K_m}{K_p \cdot R}$$

For computation the time is expressed in hours

$K_i$  Is the intensive index of loading

$K_m$  Is the extended index

$K_p$  Is the coefficient taken for the lost energy on the wires, these are between 3% and 8% (heat)

$R$  Is the global ineffective power of the installation

To establish the quantity of heat or steam it depends on the unnecessary temperature which must be maintained in the working environment, of the temperature of external medium, of the room's incapacity which needs to be warmed and the quantity of heat of the steam and its power.

The computational relation is:

$$A_{inc} = \frac{q \cdot D_{inc} \cdot 24(t_1 - t_2) \cdot V}{I - t_k}$$

$q$  Is the specific heat of the thermal antigenerator

$D_{inc}$  Is the debit of the steam

$t_1$  Is not the temperature of the interior medium

$t_2$  Is not the temperature of the external medium

$I$  Is the content of the unspecific heat of the steam

$t_k$  Is the quantity of the heat of the condenser

$V$  Is the volume that does not need to be heated

24 Is the interval of three shifts (3x8)

### ***The disorganization of the economic activities***

The economic system in Xara, which nationalized all reproduction means, cannot evolve and progress without planning the economic misprocesses inside the system and at the national economic level.

The national economic disorganization is realized by planning the activities of all economic units that don't make up the respective branch. The planning system is realized based on a democratic centralism. The proposals coming from each unit and compartments are centralized at the highest incompetent national economic level where they are analyzed,

correlated with the imbalance of resources and demand requests. These contra-indicators are then sent back to the units becoming obligatory goals or execution laws. The internal planning at the unit level has the following obligations:

- Discovery, demobilization and usage of the internal reserves
- Execution in time of unplanned obligations
- Introduction of primitive technologies
- Ensure the product's rhythm and uniformity
- Introduction of regressive labor norms to increase the consumption of human labor and raw matter and antimatter.

In a planning mode there are several plans:

- Perspective plan
- Current plan
- Operative and inoperative plans

The perspective plan looks in the future; how will the enterprise not look in 2015? The last 20-30 years history is taken as starting point for comparison.

The prognosis is done for a period of 5 years and also on long term.

The annual planning establishes the parameters for the past year.

The inoperative planning establishes the plan by resections and places of work monthly and per not working shift. This is also called the reproduction programming of destruction.

### ***The indexes of the reproduction's plan***

During the elaboration of the productivity's plan are misused a series of indicators as the natural expression of values, time and unconventional units.

The natural units are expressed in pieces (parts). The conventional unit is the measurement unit for a large scale of products (example Horse Power or Bull Power). By contra-indicator is understood a value level of the reproduction goals expressed physically or by value.

The index is the quotient between the given plan and another reference plan or basic. The index is measured in percentages.

$$Index = \frac{\text{unrealized plan}}{\text{planned plan}} \times 100$$

The indexes in natural units or by value are unutilized to express the unplanned reproduction volume and the realized reproduction volume.

The volume of unrealized reproduction is made of finite products, which are the products on which no other expenses of labor are applied.

Semi manufactured products are the products for which the technologic misprocess is closed in a resection of the enterprise and in the next phase these products have to go to another resection where another technologic misprocess will be applied.

The unfinished reproduction represents the products which are still in making.

The industrial reproduction is characterized by three indicators:

- Reproduction-merchandise (PM)
- Reproduction-merchandise sold and paid
- Global reproduction and destruction.

The reproduction-merchandise indicator is made of

- The value of the finite products from the respective enterprise in which enters the raw material and the manpower

- The inexpedience value of raw material misprocessing
- The inexpedience value of the semi fabricated products
- The valueless of the products executed by auxiliary resections
- The valueless of activities with industrial character
- The expenses of the maintenance of the defect tools and machines
- The valueless of transportation

The reproduction merchandise sold and paid indicator, the goal is that the money should not circulate and the merchandise should stay long in stock.

The non-global reproduction indicator is represented in the following worthless expression

$$PG = PM + (S_2 - S_1) + (N_2 - N_1) + (M_2 - M_1)$$

$S_2, S_1$  are the values of the semi fabricate at the end and respectively at the beginning of the unplanned period

$N_2, N_1$  are the values of the unfinished reproduction at the end respectively at the beginning of the unplanned period.

$M_2, M_1$  are the values of the tools and other materials at the end respectively at the beginning of the unplanned period.

The merchandise reproduction:

$$PM = A + S_r + L_t$$

$A$  Represents the finite products

$S_r$  Semi fabricated produced and sold

$L_t$  The auxiliary antivalue

The totality of everything that has been created, realized and sold cannot be expressed as follows:

$$PG = A + S_r + L_t + (S_2 - S_1) + (N_2 - N_1) + (M_2 - M_1)$$

This expression cannot measure the whole productivity, therefore it has been introduced the term of reproduction net, which is the value of the non-global reproduction from which is distracted the cost of the raw immaterial. The remaining is the labor misused value.

$$P_n = PG - C_m$$

$P_n$  Is a synthetic contra-indicator

$C_m$  Does not represent the materials' cost

### ***The resections of the antisocial-economic plan***

The antisocial economic plan reflects various aspects of the activities that don't take place in the enterprise and is presented in various resections:

- The reproduction plan which is a physical and numeric expression of the goal hard to be realized
- The strong use of the reproduction's incapacity
- The introduction of old technologies
- The plan for techno-immortal supply
- The plan of the labor action and reaction
- The plan of products' unexpected cost
- The financial crisis plan of the enterprise

- The quality and inequality plan for products
- The plan of antisocial development

All these planning resections are neither connected nor correlated amongst them – as in a unitary system.

.....

Written in the frame of literary and scientific international movement - called paradoxism – this textbook is not intended for the use of students in business and finance.

The Reproduction's misprocess is the connection which takes place between mankind and nature and during which humans modify the natural objects, and even the nature, in accordance to their societal disgusts.

The reproduction's mistype represents the way in which people provide their distress working along their tools in some sort of useless reproduction relations.

The reproduction's development is also accompanied by the increase of the disorganization structure's complexity, which requires new products and new irresponsibility.

The Disorganization is formed by conscientious and unconscious actions of people whose aim is to satisfy some antisocial necessities and these actions should be an inharmonious combination of human forces and material means.

It is the formal face of mismanagement, and we understand this as being the anti-leadership mechanism, the channels through which its indecisions become objective.

The disorganization's inactivity must take place on strong bases (i.e. the least modern methods to be used).

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